

RECRUITER

United States Army Recruiting Command August-September 2011

Journal

**LEADING
Soldiers
in USAREC**



PHOTO CREDITS CLOCKWISE FROM LEFT: STEPHEN BAACK, FORT BLISS; JEROD RESWEBER, WEBER SHANDWICK; COURTESY PHOTO



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ON THE COVER: Sgt. 1st Class Jacob Lopez, Milwaukee Battalion. Photo by Jorge Gomez, Milwaukee Battalion.

RECRUITER Journal

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FY 12 Focus

With the end of the fiscal year (FY) fast approaching, the command is already focusing hard on the New Year ... operational plans are in place, the majority of our leadership transitions are complete, and the new school year is in full swing.

While I'm extremely proud of the successes we have achieved this year, we must now shift our focus to FY 12 and beyond. Specifically, expanding our presence in schools is one of the most important focus areas for this command, especially in terms of attracting the most qualified Future Soldiers to serve on the Army team.

To build upon the momentum in education outreach over the last year, it is imperative we have comprehensive, focused, and thoroughly coordinated programs at every level. Bottom line: we need educators and influencers across the country advocating service in the Army and the many opportunities available for students to consider as they determine their career path.

Applicants and influencers alike must understand our eligibility requirements and the importance of remaining fit, graduating from high school and displaying the maturity expected of one who aspires to join the profession of arms.

In addition to our focus on education outreach, the hard work and emphasis placed on our Future Soldier Training Programs (FSTP) are paying huge dividends. During the past year, we've seen a decrease in training base attrition ... directly attributed to the vitality and effectiveness of the FSTP.

We're doing a great job training, coaching and mentoring our Future Soldiers as they begin their journey on the Army team — from introducing them to our values and warrior ethos to preparing them, mentally and physically, for the first day of training. Key to our continued success ... every officer and

noncommissioned officer across the command must understand the important role they play in preparing Future Soldiers for service in our Army.

As we head into the new fiscal year, I also ask everyone to look for potential efficiencies and better ways of executing our mission. We all understand the Nation is dealing with serious budget challenges, which will also impact the Department of Defense and our Army.

I'm sure you also agree, it's preferable to identify where we can implement efficiencies rather than having external organizations determine these adjustments for us.

I also want to reassure everyone that as soon as changes affecting this command are approved, especially those involving our personnel - we will communicate the way ahead as quickly

and clearly as possible.

On a final note, I'd like to welcome our new team members and their Families to the command.

I also want to thank everyone for welcoming our new folks and helping them get acclimated and settled. This is a fantastic command with an incredibly important mission, but one of the things I'm most proud of — at every level — is the positive climate command leaders have established in which folks feel comfortable seeking assistance. In addition to looking out for one another, it's equally important for Soldiers, Civilians, and Families to come forward and let us know when they need help and assistance.

Please continue providing a positive environment that embraces high standards and a genuine concern for the welfare of our team and their Families. And congratulations on the many successes over the last year ... a truly impressive performance in every respect!

Army Strong.



Maj. Gen. David L. Mann

Army Race Cars to Feature Vietnam Veterans' Photos

U.S. Army Racing

The U.S. Army, in conjunction with Stewart-Haas Racing in the NASCAR Sprint Cup Series and Don Schumacher Racing in the NHRA Full Throttle Drag Racing Series, will run special paint schemes on their cars during Veterans Day weekend honoring the men and women who served in the Vietnam War.

In honor of these veterans' service and sacrifice, select veterans' photos will be featured on the hood, trunk, side panels and bumpers when Ryan Newman gets behind the wheel of the No. 39 U.S. Army Chevrolet at the Nov. 13 Kobalt Tools 500 NASCAR Sprint Cup race at Phoenix International Raceway. Tony "The Sarge" Schumacher's U.S. Army Top Fuel dragster will don the custom paint scheme when he straps in at Pomona, Calif., for the Nov. 13 Automobile Club of Southern California NHRA Finals.

Army Vietnam veterans, along with their families, friends and loved ones, have until Sept. 16 to go online and submit photos at www.goarmy.com/yourphotohere. Vietnam veterans must be pictured in uniform to be eligible for inclusion among the photos in the special paint scheme.



New Partners

402 ADS Logistics Co - Indianapolis Bn - ADS Logistics is a transportation company with five strategically located warehouses to help streamline their customers' inventory. ADS offers warehousing options such as banding, and export packaging.

403 Dot Foods Inc. - Indianapolis Bn - The U.S.'s largest food service redistributor, Dot owns 700 trucks and distributes 70,000 products. Its largest customer base is food service suppliers, convenience stores, retail food, vending distributors and wholesalers.

404 Jasper Engine and Transmission - Indianapolis Bn - Jasper Engine & Transmission remanufactures high-performance engines and transmissions, marine engines, alternative fuel engines and electric motors. Jasper has two facilities in Indiana and a distribution center in Arizona.

405 United Road Services Inc. - Great Lakes Bn - United Road Services tows, stores and impounds vehicles through more than 30 facilities in more than 20 states. United Road Services also provides repossession services and transports new, used and specialty vehicles and heavy construction equipment.

406 Thyssenkrupp Waupaca Inc. - Indianapolis Bn - Thyssenkrupp Waupaca produces gray, ductile and compacted graphite iron castings melting over 9,500 tons per day. Casts are produced using vertical, high pressure, greens and molding.

407 Atlas Oil Company - Great Lakes Bn - Atlas Oil Company meets the fuel and service needs of businesses, municipalities and also supplies fuel to nearly 400 gasoline convenience stores throughout Illinois, Indiana, Michigan and Ohio. Headquartered in Taylor, Mich., Atlas maintains operational centers in Michigan, Indiana, Texas and Ohio.

408 The San Diego Union-Tribune - SoCal Bn - The San Diego Union-Tribune is the leading daily newspaper and the only major daily in San Diego. It has a daily circulation of almost 250,000. Its online counterpart (SignOnSanDiego.com) has more than 2.5 million visitors in a month. The company also publishes Enlace, a weekly Spanish-language newspaper (Web site mienlace.com), which targets the Hispanic population.

For a complete partner list, visit www.armypays.com.

Check Out These Excellence in Innovation Ideas

Recruiting Command's Excellence in Innovation program captures ideas, best practices and innovation from across the command. July's top idea comes from Staff Sgt. Shawndelin Hall from the Saint Robert Recruiting Station, August's idea comes from Staff Sgt. Olga Correa-Seda from the Clermont Recruiting Station and September's idea comes from Staff Sgt. Mark Minor from the Houston-Sharpstown Recruiting Station.

To view the innovation of the month or submit your own, visit <https://forums.army.mil/secure/communitybrowser.aspx?id=1234962&lang=en-US>.

Increase in Unqualified Future Soldiers Reporting to Basic Combat Training

The command is beginning to see an increase in unqualified Future Soldiers shipping to Basic Combat Training, most often due to missing documents or specific special testing required for the military occupational specialty.

When this happens these Future Soldiers have to renegotiate their contracts with the liaison at the training base. This does not help the Army in its precision MOS requirement, and also does not make the new Soldier happy with Recruiting Command.

At the station and guidance counselor levels, ensure your Future Soldiers have what they need before shipping.

Family GAT Streamlined

The Army Family member Global Assessment Tool survey has been streamlined from 260 to 80 questions, which take about 20-25 minutes to complete.

Additionally, a Common Access Card is no longer needed to access the Family GAT, which can be found online at <https://www.sft.army.mil/SFTFamily>.

Social Media Keeping Future Soldiers, Families Engaged, Informed

Recruiting Command operates two Facebook pages to support the Future Soldier Training Program by answering questions from Future Soldiers and their Families and keeping them engaged through social media.

Ensure your Future Soldiers and their Families are aware of the sites and encourage them to become fans, if they are not already.

Future Soldier Center on Facebook: <http://www.facebook.com/ArmyFutureSoldierCenter>

Future Soldier Families on Facebook: <http://www.facebook.com/usarmyfuturestudiesfamily>

Not yet a fan of Recruiting Command on Facebook? Like us today at <http://www.facebook.com/usarec>.

Leader Development

According to a June 2011 Center for Army Leadership report on leaders' perceptions of Army leadership practices, the overall quality of Army leadership is favorable: leaders effectively demonstrate leader attributes and core leader competencies. However, the percentage of Army leaders who report their unit/organization places a high priority on leader development is at an all-time low (46 percent). The core leadership competency "develops others" was rated the lowest competency across all leadership levels — less than two-thirds of Army leaders were rated as effective at developing their subordinates. And, only 30 percent report their unit's leaders develop their subordinates' leadership skills to a great extent.

These results are alarming because effective, positive leadership is critical to our success - at every level of this command and the entire Army. Do you think these statistics are representative of USAREC? Do we place enough emphasis on leader development? I ask each of you, what are you doing to develop your subordinates - Future Soldiers included? Do you make it a priority in your team, station, center, company, battalion or brigade?

Regardless of where you feel the command stands, there is always room for improvement in leadership development programs in USAREC and across the Army. When units place priority on and actually develop their leaders, the report concludes that those leaders are perceived as being more prepared for new leadership assignments and roles. Everyone who leaves this command — or moves from one unit to another within our command — should be fully prepared for the next assignment.

At the big Army level, the Institute for Noncommissioned of- fice Professional Development is continuing to refine and implement the NCO annex to the Army Leader Development Strategy and improve learning in the NCO Education System.

But none of us should be waiting for the next Army school to continue our growth. Leader development has to be a priority to every individual leader, at every level. This includes leader self-development, as well as subordinate leader development. When that happens, those declining leader development statistics will be a thing of the past.

While we are experiencing such a good recruiting environment and missions are low, now is the perfect time to focus on leader development in this command.

To carry on the self-development discussion I began last month, I want to re-emphasize that Army leaders have an obligation to make their own leader development a priority. It's worth repeating: "Army leaders never stop learning" (FM 6-22 Army Leadership 8-36). Through this focus on personal growth, you set a positive example for your subordinates and even your peers.

As a leader you should also continually seek feedback from superiors, peers and subordinates alike. If your leader is not giving you feedback — you begin the discussion. Both of you will benefit from it.

Pay attention to how your subordinates act around you for clues on how they view you as a leader. Do they come to you for advice? What does their body language communicate? Being more self-aware helps you become a better leader.

Make the most of peer collaboration across company, battalion and brigade lines. Recruiting ProNet is a great forum for that. If you're not a member or actively participating in the discussions, I encourage you to get online and get involved.

Good leaders value learning from superiors and peers, especially through informal methods. In addition, learning from one another is one of the ways we grow as an organization and as an Army.

I leave you with a paragraph from the Army's leadership manual. As you read it, I encourage

you to ask yourself, "Am I a good leader?"

"Good leaders strive to leave an organization better than they found it and expect other leaders throughout the Army do the same. Leaders can create a positive organizational climate, prepare themselves to do well in their own duties, and help others to perform well. Good leaders look ahead and prepare talented Soldiers and civilians to assume positions with greater leadership responsibility in their own organization and in future assignments. They also work on their own development to prepare for new challenges." (FM 6-22, 8-1)

Army Strong!



Command Sgt. Maj. Todd Moore

**Join the Recruiting ProNet
Profession of Arms Discussion:**

What Does it Mean to be a Professional Soldier in Recruiting Command?

<https://forums.army.mil/secure/communitybrowser.aspx?id=1380848>

Striving to Be More Resilient

By Chaplain (Lt. Col.) Tom Cox

Resiliency is an important life attribute for all Soldiers who must endure the hardships of war, as well as anyone who experiences trauma in life. What is resiliency? The Webster's Tenth 20th Century Dictionary of the English Language provides the following definition: "Resilience is the act of rebounding or springing back after being stretched or pressed, or recovering strength, spirit and good humor."

Decades of social research and discussion among helping professionals has occurred regarding all aspects of resiliency, such as, "Why do some children who suffer childhood trauma live their lives fairly free from the past while others are hampered well into their adulthood?"

Search online for "resilience" and you will find an abundance of opinions and recommendations on how to be a resilient individual or family. It should be easy for anyone to find a Web site with resilience information that appeals to them. But if I can save you a little time, one common aspect — evident in virtually all resiliency programs — is that becoming a resilient person takes work and is a process.⁽¹⁾

Many Soldiers have had multiple deployments, and the incidents witnessed in a war zone can take a toll on their lives. Being a resilient Soldier will not keep you from having combat stress reactions, which are normal for Soldiers redeployed from a combat zone. But, being a resilient Soldier can keep your combat experiences from dominating your life, i.e. dissatisfying marriage/family relationships, alcohol abuse, withdrawal from friends or family, etc.

The following are four of the competencies identified and compiled by Nancy J. Davis for the U.S. Department of Human Services in 1999 that contribute to individual resilience. They complement what the Army teaches in the Comprehensive Soldier Fitness (CSF) program resiliency training. These competencies benefit life now as well as contribute to healing from past traumas.

Each competency has practical suggestions that can increase your personal resilience in the face of potential deployment(s) to a combat zone. Using this information to structure a plan for your personal resilience will benefit your life.

Physical Competence (Physical Hardness)

- Physical fitness — A disciplined and structured physical fitness program enhances our self-esteem, staves off depression, as well as a host of other emotional and physiological symptoms.
- Healthy Diet — Our diets should complement our physical fitness goals.

Social and Relational Competence

- Human beings are social in nature, having a basic trust of others, willing to engage in social relationships is a life enhancing process. Equally important is being willing to develop new friends and seek the help of others during transitions in our lives. Developing a supportive group of friends and family can bless our

lives tremendously.

- Empathy for others — Having a healthy concern for others is part of being a "well-balanced" individual.

Emotional Competence

- Regulate our emotions — Being able to choose how you react to a person or situation. Individuals who cannot control their emotions end up being controlled by them. Emotions we don't control, such as anger, can have a negative impact on our relationships.

- Rational thought process/decision making — The ability to plan and develop ways to cope with the stressors of life. When we do this, we are empowered to see a positive future, because it gives us a sense of control in how we adapt to our circumstances.

- Ability to delay gratification — Everything we may desire is not always good for us.

- Possess a healthy self-concept — confidence in one's abilities, knowing you can make a positive contribution to society, yet knowing your limitations.

Spiritual Competence

- Spiritual truths encompass all areas of resiliency; they are part of the foundation of our values for living. Spiritual truths can determine how we feel about ourselves, how we value relationships, how we interact with others. Our spiritual beliefs can provide meaning to our lives and the circumstances we face in life.

The Army CSF defines the spiritual dimension as "strengthening a set of beliefs, principles or values that sustain a person beyond family, institutional and societal sources of strength."

Sometimes life hits us so hard we struggle to make sense of it, and it may challenge our beliefs. We cannot plan for when crisis or trauma will occur in our lives. A shallow faith can be "blown away" when crisis strikes, but a strong faith will help us endure the calamities of life.

I hope this information will encourage and empower you to implement some of these resilient competencies into your life. I conclude with a quote I discovered while researching this article, "Resilience may be an art, the ultimate art of living. At the heart of resilience is a belief in oneself — yet also a belief in something larger than oneself."⁽²⁾

Editor's Note: The competencies identified above complement the Comprehensive Soldier Fitness Program's 5 Dimensions of Strength: physical, emotional, social, family and spiritual. For more on the Army's CSF program, visit <http://csf.army.mil/>.

References:

(1) Allen, Jon G. (1999). *Coping with Trauma*. Washington D.C.: American Psychiatric Press.

Davis, Nancy J. (1999). *Characteristics of Resilient Individuals* United States Department of Health and Human Services.

(2) Marano, Hara Estroff (2003). *The Art of Resilience Psychology Today*.

TIME TO GET HELP?

Veterans
Crisis Line



1-800-273-8255
PRESS 1

It's important to know when to ask for help. Please seek help if you or someone you know is experiencing any of the following problems, especially if a problem is making it hard to get through the day or is getting worse.

- * Eating or sleeping too much or too little
- * Pulling away from people and things
- * Feeling unusually confused or forgetful; on edge, angry, or upset; or worried and scared
- * Fighting with family and friends
- * Having low or no energy
- * Feeling numb or like nothing matters
- * Having unexplained aches and pains
- * Feeling helpless or hopeless
- * Smoking, drinking, or using drugs more than you should
- * Unable to get rid of troubling thoughts and memories
- * Thinking of hurting or killing yourself or someone else
- * Unable to perform daily tasks like taking care of your kids or getting to work or school

NATIONAL
SUICIDE
PREVENTION
LIFELINE
1-800-273-TALK (8255)
suicidepreventionlifeline.org



RED NACIONAL
de
PREVENCIÓN
del
SUICIDIO
1-888-628-9454
prevenciondelsuicidio.org

USAREC Battle Buddy Hotline
24/7 Crisis Response and Help Line
For USAREC Personnel
1-800-223-3735-0

Source: U.S. Department of Health and Human Services
Substance Abuse and Mental Health Services Administration

This month the Army joins the Nation in observing National Suicide Prevention Month. Listed here are many of the resources available to USAREC Soldiers, Families and civilian employees.

The Army's comprehensive list of Suicide Prevention Program information is located at www.armyg1.army.mil/hr/suicide/default.asp.

Leaders can access health promotion guidance in Army Regulation 600-63 (Health Promotion) at www.army.mil/usapa/epubs/pdf/r600_63.pdf and Army Pamphlet 600-24 (Health Promotion, Risk Reduction and Suicide Prevention) at www.army.mil/usapa/epubs/pdf/p600_24.pdf.

Information about the Army's Comprehensive Soldier Fitness Program is located at <http://csf.army.mil/>.

**USAREC Chaplain
&
Unit Ministry Teams**

USAREC HQ: (888) 204-7660
1st Bde: (888) 235-5953
2d Bde: (888) 253-7923
3d Bde: (888) 390-5749
5th Bde: (888) 301-1761
6th Bde: (888) 476-4341
MRB: (888) 204-7660

**Military & Family
Life Consultants (MFLC)**

USAREC HQ:
(877) 302-8534

Medical Recruiting Brigade:
(877) 241-0361

1st Recruiting Brigade:
(877) 382-7668

2d Recruiting Brigade:
(877) 382-7680

3d Recruiting Brigade:
(866) 947-6194

5th Recruiting Brigade:
(866) 949-7523

6th Recruiting Brigade:
(866) 947-6176

WINNER

Local Targeting & Marketing

By Sgt. 1st Class Daniel S. Lupear
Mason City, Iowa, Recruiting Station

It all starts when a Soldier first steps onto the Recruiting and Retention School grounds. Many Soldiers have heard about local targeting and marketing, but few have mastered it. Local targeting and marketing now works for me.

The first step of an effective local marketing plan is to break down the word local and how it relates to targeting and marketing.

Let's start with the word local: "Relating to; a characteristic of a particular place. Belonging to a particular area. Confined to a particular area or space."

It is pretty simple to learn and retain the definition of local.

Now, can you answer the following about your market?

What is the local area like inside and out? What are the local residents' stories? What are the local areas — whether they are good, bad or ugly? Who is the local leader? Who are the local followers? Who is the local money maker? Who is the local monetarily challenged? Who is the local recreational enthusiast? Who is the local do nothing?

I can do this all day. As a matter of fact, I have. I have done it days, weeks and months at a time until I had the answers to who is who and what is what in my local community. Who I needed to talk to and who I didn't need to talk to in order to accomplish whatever task I needed to accomplish.

The second step is break down the word marketing: "The process or technique of promoting, selling, distributing a product or service. An aggregate of functions involved in moving goods from producer to consumer."

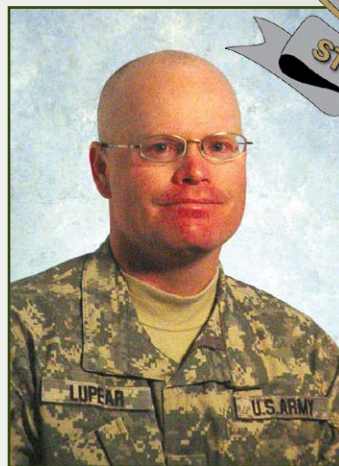
What is an effective way to get our product to the local resident? To the local leader? To the local follower? To the local money maker? To the local monetarily challenged? To the local recreation enthusiast? To the local do nothing? Again I can do this all day, but I digress.

Now that we have the definition of local marketing we have won half the battle of "local targeting and marketing." Now we are getting ready to adjust fire, get the binoculars out and scan your sector for your market. Targeting is now the part that will get our eyes on our objective.

Let's look at the definition of targeting: "Select as an object of attention or attack. To aim or direct. The process of selecting targets and matching the appropriate response to them on the operational requirements, capabilities, and limitations."

Super easy to learn and to retain the definition of targeting.

Who is it we want to target in our local market? What marketing technique or process are we going to use? Why do we want to target that market and why are we going to use that marketing technique?



It is great to know all this information and all of this will guarantee you success no matter where you are: North, East,

South, West, major metropolis or small town.

Yes I have recruited in all these environments, so I can validate it and put the seal of approval on it.

Now here is where I hopefully encourage you to tell the real story to your peers/subordinates and live the dream.

The best marketing and targeting tool you have in your arsenal is YOU.

The Army commercials, the publicity items, Army videos, Concurrent Admissions Program, March2Success, bonuses, money for college and all the other great benefits should never replace the strongest persuasive tool you have, which is telling your Army story face-to-face or mouse-to-mouse (in social media channels).

Work to become the "face" to the Army brand in your community by getting involved. You can be the testimony to the Army Strong message in all of our national advertising.

Our prospects are part of a generation that inherently distrusts advertising messages but believes strongly in personal endorsements. Your remarkable Army story told with passion and conviction can be the reinforcement that the national advertising campaign needs to be persuasive.

So get involved with your community whenever possible, become the local Army face and the Army brand can become the "Purple Cow"* that stands out in the field against all of the many other options our prospects have to pick from.

I use very little to no battalion or brigade assets or funding in my recruiting efforts, often because of the limited resources and budget constraints. I do however, volunteer my time as an Army ambassador and as a civilian in my local community.

I have never mentioned the Army at any event unless first asked. They know I'm the Army recruiter and expect it. So I don't do it, I wait for them to ask — 100 percent of the time they will ask from pure curiosity.

Who do I target my marketing to? Local money makers. Organizations such as Chambers of Commerce and Jaycees are the heart beat of the money. Volunteer to assist in their events for free. A free football toss at their events will work wonders and they often feel obligated to return the favor one day.

While at that event who else did you meet in the community? You didn't even talk Army, instead they approached you and asked. My answer, "No I'm not recruiting, I'm here supporting the Jaycees. They're a great community organization, so I told Jim I would set up the football toss and help them out for free."

Now that guy who asked, sees you as an asset to the local community and will ask if you would like to help out with his event. He's thinking that if you have the rapport and relationship with this organization, then you must be a good guy. You have just built rapport and credibility off of another organization's rapport and credibility. It's a vicious circle of success that will not only pay off, but also assist you in achieving your mission.

Now people see you at the event and think, "Man, I want to be just like that guy. The Army must be a good deal if they are out here with the community."

Who else has seen you? You never know until you get out and do it.

Set aside the Army commercials, the local community doesn't know those Soldiers they know you, make your own "commercial" though your actions in the community. Volunteer to do the color guard at as many events as you can. Call the local newspaper and TV news and announce that you will be there and invite them to come film it. What? It's free ... yep, it's free.

Get your voice out on the radio. Walk right up to the radio station introduce yourself and say, "Hey, what events could you use some help with? (There are thousands of them and, trust me, they don't like going to all of them) No, not for recruiting, but just to make rapport with you guys and the community."

In my 14 years I have not yet been told, "No." I have five radio stations in my local area I can walk right into and jump on the mic. The catch is the radio stations can walk in my office at any time and know I will work any event with them when they want me to. What? It's free ... yup, it's free.

Now your high schools and colleges and local businesses know you from the radio. The radio station is thanking the Army (by naming each Soldier) for helping them out at the event. Now they know you again as the local community Army guy.

You again have built trust and credibility for yourself and the Army based on the word of another organization.

I can do this all day ...

Do more and you will get more. The less you talk Army the

The Best Marketing & Targeting Tool You Have in Your Arsenal is YOU.

more people will ask you about the Army.

You live in the community, shop in the community, go to church in the community and safeguard the community. So market yourself as part of the community through your volunteerism in the community.

Think about it. How would you like to be introduced — as No. 1 or as No. 2?

No. 1. The Army Recruiter

No. 2. The (get ready for this):

Habitat for Humanity volunteer

Muscular dystrophy volunteer

Children's hospital volunteer

Chamber of commerce volunteer

Non-profit event volunteer

High school (pick your sport) coach/volunteer

YMCA volunteer soccer coach

Northern Iowa club soccer coach

The rock radio event volunteer

The mix radio station event volunteer

The country music radio event volunteer

Many, many, more that takes very little of my personal time.

As I am sure you have already guessed, I am introduced as No. 2. Just think for one second how many influencers I have made in minimal time who would do anything for me because I would do anything for them.

My P-1 is easier because everyone knows me and I already have established trust and credibility. My P-3 is fun and I really just do follow-ups with influencers and buy a lunch or two with my expense allowance.

Note: Everybody knows somebody, who knows somebody, who knows someone who knows someone else who knows someone who wants to join the Army. These people will do all the work for you and bring the referrals to you if you just market yourself first and the Army at the conduct.

Targeting will be a 100 percent easier when you know your local community inside and out by volunteering for everything and meeting everyone.

Sit back relax when the work is done and watch your ROI double, triple and quadruple!

** "The Purple Cow" is a book by Seth Godin, who writes: "The essence of "Purple Cow" is to make your product or service remarkable to a specific niche target market group. Being remarkable makes your product or service worth talking about. If your product or service is not remarkable then it's invisible to your potential customers."*

WINNER

Resilience in Recruiting

By Staff Sgt. Taisha Y. Franco

Traverse City, Mich., Recruiting Station

Resilience without a doubt is the ability to work with any type of adversity in such a way that one is able to come through it unharmed, and perhaps better because of the experience gained during those adverse moments.

As Albert Bandura established, “In order to succeed, people need a sense of self-efficacy, to struggle together with resilience to meet the inevitable obstacles and inequities of life.” Recruiters like any other Soldier in the Armed Forces must be resilient and face life’s difficulties with courage and patience, and more importantly refuse to give up during those hard times. It is precisely this quality of character that I as a station commander experience on day-to-day basis with my peers; I see them rebound from misfortune, hardships and negativity around them every day.

There is no doubt in my mind that resilience is rooted deeply among my peers’ tenacity of spirit. They have this uncanny determination to embrace all that makes life worth living even when they are faced with overwhelming odds. They keep their Families involved and make them part of their recruiting activities, which in turn instills a sense of partnership among Families and the community. Because these recruiters have a clear sense of identity and purpose, they are more resilient and therefore so are their Families; day in and day out they hold fast to their vision and the mission in order to establish a better future with their Families and furthermore a better and more embracing environment at work. Much of our resilience comes from our community, from the bonds and relationships we allowing us to lean on each other for support in times of need.

As recruiters we must get connected with our communities, form strong and positive relationships with members of the community as well as the people we love, and our friends. It is precisely these individuals who provide the support and acceptance into the community in both good and bad times.

How do we establish these connections? Simple, we do volunteer work in the community, we get involved, both spiritually and physically into our community. They must know that, like them, we are humans who not only seek to accomplish a mission but also to help the community improve in any way we can. Furthermore we must make every day meaningful by simply doing something that gives a sense of accomplishment and purpose. Set goals that will help you look toward the future with meaning. Set goals that will improve you and your Family, but will also improve the community you are a part of.

As recruiters we are faced with many challenges, and rejection. However we must not let these challenges hold



us back, rather we must learn from our experiences. We must think back on how we have coped with hardships in the past. We must review and consider the skills and the strategies that helped us through rough times. Personally I like to keep a journal of my past experiences both positive and negative, and I review my reaction and behavior patterns; this in turn helps me guide my behavior in the future. Remaining hopeful is another important skill, we can’t control the past or change what took place, but we can always look toward the future. We must learn to accept and even anticipate changes — that will make it easier to adapt to difficult times and support our levels of resiliency.

Although our mission is important, we must remember that taking of ourselves and our Families is also important. We must tend to our needs and feelings, both physically and emotionally. Although work is important, participating in activities and hobbies we enjoy should always remain important in our lives. Simple things like eating healthy, sleeping well and keeping an active physical routine can help restore a sense of inner peace and calm.

And finally we must be proactive, rather than reactive. We must not ignore our problems and shortfall by simply wishing them away. We must figure out our needs, and make actionable plans that will help us improve on our day to day lives. It may take some time to recover from or overcome these obstacles, however by maintaining a good attitude, and being resilient we can improve and work actively at it.

Building More Resilient Soldiers, Families

By Sgt. 1st Class Brandon L. Mattern
Rose City Recruiting Station

Recruiting is a very unique part of the Army many Soldiers tend to forget about after they enlist and move on with their careers. The amount of time and effort it took to put that one Soldier in the Army isn't usually seen by the actual applicant, now Soldier. It's a struggle many recruiters find when they come out to recruiting. Soldiers usually relate stress to training, combat and Family. What recruiters and their Families relate stress to is recruiting and the high tempo of the never ending mission. This mission is what makes USAREC so unique.

It's hard to adapt to an environment that places you in communities that openly express their dislike for current policies or the military in general. We support events, make countless phone calls, knock on many doors, meet an overture of different people, train Future Soldiers, follow-up with community leaders, influence the realm of our footprints and scour the streets to find the people we are missioned to find, contact, interview, test, physical, enlist, train, maintain and ship.

It's a very gratifying feeling when you've sifted through all the disqualified, non-committed, hang-ups, doors shut in your face, prospects and finally find that one who commits and enlists. What I have always found was that feeling of accomplishment always felt short lived, because now it's a new day and new mission. That's great you spent all that time digging and calling but that was yesterday, not today ... what do you have working now?

What a new recruiter stresses out about is coming to a station and failing. When they realize that with enough time and effort they will be successful that stress tends to go away but gets replaced with the monthly grid of the never-ending mission. As a new station commander assigned to a large station, I am fresh off the recruiting trail and into the leader's role of the office. What I bring with me is that I don't forget what it's like to be the recruiter. It's stressful. All the time. I know and understand the stress of the mission, letting the rest of the office down when you don't find your enlistment. Day in and day out will wear down on any Soldier and his or her Family.

Resiliency is having the ability to bounce back after some sort of adversity. This couldn't be needed or used more than in recruiting.

I have been on two combat tours; I know the stress of combat and leading Soldiers through it all. We were resilient on the battlefield. We always knew our objective and we always knew that at some point we were done with our mission. Recruiting has a very defined and easy mission to understand and that's enlistments, we need them so go get them.

To be resilient we need to be able to identify stressors in our environment and find how we can offset the effects. What I do

with my recruiters and what was done with me as a recruiter, is making sure that they are using proper time management. I believe effective time management is key to balancing stressors in our work environment and the ability to overcome the effects it takes on us. Keeping the balance between mission, Family, personal time and unit cohesion will give every Soldier the ability to become resilient.

When mission dictates the time table usually Family, personal time and unit cohesion get sacrificed. This causes stress on the Soldier and his or her Family. Being able to balance these four aspects requires everyone to know and understand what is expected and how to mitigate the negative that can and sometimes will come from the recruiting grind.

Family is the base of every Soldier, proper integration and education to the life of recruiting will help new Families understand their Soldier's role in the community. When the family knows that late nights with high school dances and working weekends at events is a common part of the scheme of operations they will better know how to plan around and deal with the lost time.

As leaders we need to make sure Soldiers are not neglecting the time lost with the Family and make sure they are taking advantage of the time afforded to spend with their Families. In addition to the time Soldiers should be advocating for a good working Family Readiness Group for their Family to be a part of. Programs like this give a good support structure to Families that need the extra support.

Unit cohesion and personal time are needed to create a good working environment. Cohesion suffers when the mission isn't being achieved or when fellow recruiters aren't fulfilling their end of the team mission. We preach be resilient and there will be another

month to make up for it, but what is it we are telling our Soldiers?

Failure is inevitable, so we must learn from it. Some months might just be a bad month, others usually come down to motivation. I truly believe that you can't be resilient if you're not motivated. Motivation doesn't come from hype for the next month's mission because there is another one after that and another one after that.

When I see my Soldiers need a break from the recruiting mission I find ways to create competition within our office. Motivating to the mission tells recruiters that's all that matters. I know at times it might seem like that. If you create a cohesive environment, Soldiers can look to one another for motivation and friendly competition, with the occasional office prank. If a Soldier isn't happy mission will suffer. Happy Soldiers will care about their mission and more importantly about the other recruiters who share that mission with them.

Recruiting is very unique but it will mold and shape any leader into a great one.



Operational Targeting for Recruiting Operations

By Lt. Col. Thomas Crowson
Portland Battalion

As officers and noncommissioned officers (NCOs) transition into Recruiting Command, it is natural to try to bring lessons learned from past jobs and actions into recruiting operations. Leaders often look for practical and doctrinal commonalities that allow them to put past experience to work.

We are all products of our experiences and have learned how to plan and support commander's intent to complete any mission. One such area is basic targeting. To focus our efforts in the commander's critical areas — to include the senior market, prior service and special missions — we must ensure we are able to bring all our forces and assets together for the decisive operation then use lessons learned to refocus our efforts.

Operational doctrine gives us a simple targeting methodology that is applicable at all levels and easily translated to USAREC requirements, such as Decide, Detect, Deliver and Assess (D3A).

Decide:

This is the most critical stage of the process. The goal of D3A is to bring the entire recruiting team together to address an objective. As with any major operation, it begins with a decision to prioritize events and determine what assets should be used for each event. This is the basis of and reason for a commander's intent. Commander's intent is not the realm of the battalion and higher. Each level must clearly spell out their goals in this phase.

We begin by clearly articulating what we are attempting to achieve. Considering your Strengths, Weaknesses, Opportunities and Threats (SWOT) and Mission Essential Task List (METL), identify your targeted audience and then specify what you want to do with the target. Although there are many methods for commander's guidance, the simplest is a Task and Purpose.

For example, "X" company commander will conduct a visit with principals in top three priority schools in July to verify access requirements. Commanders will discuss Concurrent Admissions Program (ConAP) and March 2 Success and propose dates for events during the year. The Purpose is to build rapport with principals outside the school year, ensure ground rules are understood for NCOs and influence future operations in the school.

Specifics are critical to ensure all levels of the command understand what the commander wants to achieve and guarantee all levels of command are supporting the same effort. In short, we all must march in the same direction.

In addition to Task and Purpose, the commander must prioritize the use of assets against his main and supporting efforts in the command. Considerations include budget, centers

of influence (COI) and Hometown Recruiter Assistance Program (HRAP) availability, language skills, battalion, brigade and national asset availability, along with priority in the higher plan. Further, you must consider the After Action Reviews (AARs) from previous events or similar events to assist in properly positioning your assets.

Detect:

Operationally, this would be where you position your surveillance assets to ensure you have a good view and understanding of the battlefield before you conduct your attack.

In USAREC, we take stock of our assets to determine we are on track for an event or operation. We use our Future Soldiers, COIs, and NCOs as to verify marketing data and ensure we are positioned correctly. This is also the time to emplace milestones and decision points to determine if you are on track for the event. At some point these milestones will drive adjustments to the plan and go/no-go criteria, and influence measures of effectiveness.

In a COI generation event, we use this phase to determine who we know that can influence our desired COI and what that COI brings to the table for us in the future. Influence and access are legitimate goals when prospecting for COIs.

For example, assume a goal is to gain prior-service personnel for the Army Reserve. You have determined that the greatest concentration of prior military exists in the city emergency management system (EMS to include fire, police and ambulance services). Your goal should be to gain a senior COI in the EMS to assist with getting the word out and setting the stage for direct and indirect engagement with the prior military personnel working in the system. Ask your current COIs who they know. Someone may know a senior EMS official or be able to bridge the gap between you and the person you wish to engage. Think of linkages to your desired COI.

This is also the phase where we verify and position our assets to influence the event. Consider what is available to generate pre event buzz. Radio, print media, social media, physical advertising and word of mouth from COIs, Future Soldiers and Soldiers can turn a mediocre event into something with a strong outcome.

Rehearse: conduct a final pre-event check, and a final assessment of your assets. Have you positioned them correctly? Do you need to emplace more or reinforce an unexpected success? Has the truth changed? Pre-event engagement sets the conditions for a successful operation.

Deliver:

By now, we have created the conditions. Just as you would emplace obstacles, indirect fires, and direct fire in a successful attack, use all available assets to ensure a successful event.



**Operational doctrine gives us
a simple targeting methodology**

**that is applicable at all levels and easily translated to USAREC
requirements, such as Decide, Detect, Deliver and Assess (D3A).**

Consider the following questions: How am I drawing the intended audience to my portion of the event? How am I ensuring they remain at the event long enough to be engaged? How am I engaging them? What is my plan for follow up?

In the end, a line of people is a good thing—as long as you are working the line and not standing behind a table. However, you must have something to keep your audience in position long enough to talk to them.

Just as you must have a plan to address when something does not happen as expected, ensure you have a plan for success. How are we going to reinforce a successful operation? Do we have a plan to reengage or “pile on” if we are having a better than expected event?

Assess:

Follow up on the event is key to success. COIs require a personalized thank you note within 48 hours of an event. Prospective applicants must be immediately assessed and contacted. There must be an “all hands” after each event to address all potential Soldiers.

We have been trained to conduct an AAR on all events. However, the AAR is of no use if not taken seriously. Noncommissioned officers or officers in charge must give a critical opinion of the event and its worth for future operations.

Further, you must be critical of yourself. Sometimes an event might have been more effective if you would have done something differently. Address that. There is no shame in getting better or passing on the information. If successful, make an honest assessment of whether you were successful by luck or if it was something you did. What did you do differently to make it better or worse? AARs are designed to be introspective and can often be painful. However, it is what sets the U.S. Army apart. We have the ability to be truthful with ourselves and survive the outcome.

We also must make the link to future operations. Build on operations to a final goal at the end of the year. You may conduct a meeting with a football team of a high school that links to supporting a homecoming event, linking to a meeting with the school principal, linking to a meeting with the school board and better access to the schools. Look at how you can build on the success of one event to influence another event. Plan a year’s worth of events in this manner to have a coordinated effort and feed into future operations.

Use lessons Learned:

We must use the lessons learned during the conduct of the planning, preparation and execution to ensure we capitalize on past successes and don’t repeat the failures. This process should be integral at all levels and a fundamental part of the planning cycle.

SPECIAL FORCES RECRUITERS PREP SOLDIERS

Story and photos by Stephen Baack
Fort Bliss Monitor

There are 79 Special Forces recruiters in the Army whose job includes accepting applications, answering questions and briefing Soldiers on the SF career field. For Fort Bliss Special Forces recruiters Sgts. 1st Class Rob Usnick, John Ranger and Travis Evans, their job goes beyond signing up candidates. Usnick and Ranger have committed themselves to mentoring and training those interested in joining the elite ranks that include Special Forces operators, Cultural Support Teams and Military Information Support Operations.

As part of helping candidates prepare for the nearly monthlong Special Forces Assessment and Selection at Fort Bragg, N.C., Usnick and Ranger conduct a rigorous physical training regimen that typically starts two months from a Soldier's ship-out to SFAS. The PT is part of a 10-cycle-per-year program that includes review of basic Soldier skills like land navigation.

"We do it because it's the right thing to do," Usnick said of the training. "These guys deserve the best. We want to give them every chance they can to be successful."

"What we try to do is give them the highlights," Ranger said of their mentoring. "We try to — for lack of a better term — prep that battlefield for these guys, get their focus to the best of our ability, to the best of their ability and set them off on the right foot."

The Soldiers, who come from units across Fort Bliss and whose jobs run the gamut from administrative clerk to infantryman, have received authorization to break off from their own units to do PT with this special group of Soldiers.

"You can see all these guys — you don't see anybody crying or anybody quit," said Staff Sgt. Luis Alamaguer, supply non-



Soldiers take turns carrying objects up McKelligon Canyon in El Paso, Texas, during a ruck march July 26.

FOR SFAS

commissioned officer, referring to the PT sessions. “Everybody wants to be here. Everybody wants to do this.”

Alamaguer, dripping with sweat, had just finished a PT session at McKelligon Canyon during which members of his team took turns carrying a log, a sandbag and a tire held by a steel pole — all uphill with weighted ruck sacks and after having completed an extended set of lunges. The two teams each had a team leader who decided when his Soldiers alternated and how the work/rest cycles worked.

“It’s always very hard,” Alamaguer said of the PT. “Out here, the main thing is ... you’re not competing against any of these guys. You’re competing against yourself. That’s the bottom line. All the time, you don’t want to quit, but you’re fatigued — really, really tired — but you see everybody else going and you’re just telling yourself, ‘I can do this. I’ve got to do this.’”

Sergeant Micaela Mastran has plans to one day be part of Military Information Support Operations, formerly referred to as Psychological Operations. Mastran, a medic assigned to 31st Combat Support Hospital, decided she wanted to make the switch to special operations while serving in Afghanistan.

“After all those things you see there in the CSH, I just came to the conclusion that if I want to be a good medic, I really want to prevent all of those things — all the injuries and all the amputations,” said Mastran, who has been doing PT with the group since May.

Mastran describes the rigorous PT as a love-hate relationship.

“You’ve got to love it to come here, but it’s hard,” she said. “Days like this ... it’s a fight within yourself. You see your own limitations.”

For Pfc. Torrey Leggett, who plans to attend Ranger School, it’s particularly motivating to have the recruiters out there with them.

“They motivate me because they don’t



Staff Sgt. Luis Alamaguer helps another Soldier haul a tire up McKelligon Canyon in El Paso, Texas, July 26 during the Fort Bliss Special Forces Recruiting Station’s training cycle designed to prepare Soldiers for Special Forces Assessment and Selection.

have to be out here with us,” said Leggett. “That’s what keeps me going. That’s why I give it my all. They mentor me and motivate me. That’s all I need to make it through.”

With a course start date of November, Leggett has plenty of time left for the PT regimen he loves, but considers challenging and painful.

“It’ll bring the man out of you, I’ll tell you that,” said Leggett.

Ranger pointed out, however, that there can be a “fine line between strong and stupid” during a regimen that is often a balance between quickly improving one’s fitness level and preventing injuries.

Usnick said Friday usually serves as a sports day and that the Friday before a candidate leaves for SFAS, Usnick’s advice to him is not to “lift anything but a fork.”

With all the help Ranger and Usnick offer those slated to attend SFAS, they stressed the mentorship and training are not meant to be a play-by-play, but rather preparation and familiarization, for SFAS.

“The minute it didn’t happen like you expected it, you’re shattered,” Usnick said about the dangers of providing such a play-by-play.

Offering more information would be counter-productive, Ranger said, because SFAS changes constantly and the nature of Special Forces is volatile, at times unregimented to the point of frustrating those who are used to strictly planned training cycles — like military police.

Ranger said Special Forces, as a whole, seeks physically and mentally stable

Soldiers who are “outside-the-box thinkers,” and come from different branches of the Army and walks of life to tackle this unconventional career field.

“When you come to a place like Fort Bliss, some of these guys — unless they’ve worked with them downrange — I’m probably the only SF guy they’ve ever seen,” said Usnick, who admits his imposing figure matches what most people think of when they hear the term “green beret.” “It’s hard to explain to them that we don’t want all 11Bs from 1st Armored Division. Then, we’d just be high-speed infantry with beards and long hair when we deploy. We want that S-1 person, we want that fueler, we want that 13F, we want that Humvee mechanic.

“That’s what makes SF so badass, in my opinion, is the simple fact that we do recruit from everybody, and the guys on our team come from all walks of life, different branches,” said Usnick, who is an Air Force veteran. “It’s what really makes us, you know, special, in my opinion.”

While SFAS may be one of the most difficult tests a Soldier ever attempts, Usnick said it’s a mistake to think it’s all downhill after selection.

“It never stops,” said Usnick, who added that during the Special Forces Qualification Course, Soldiers are “constantly assessed,” and PT days with SF units are often competitions.

“You can’t be lazy. John and I are getting ready to retire and guess what? We’re out here every day with these guys. It just never ends.”

Master Resiliency Training - Not All Rainbows & Unicorns

By Sgt. 1st Class Robert Hansson
Special Operations Recruiting Battalion

When I first learned I was going to the Master Resiliency Training (MRT) course, I thought to myself, “Great, another class where they are going to shove rainbows and unicorns down my throat.” I was not pleased to say the least, but I did what I had to do. I reported to “Victory University” at Fort Jackson, S.C., not expecting to learn much, but I was in for a shock.

On the first day, we learned the Army helped create the MRT course from the Positive Psychology Program at the University of Pennsylvania in Philadelphia (UPENN). UPENN had been instructing middle and high school teachers on how to impart resiliency skills to their students during the school year. More than a dozen scientific studies have shown positive results in students whose teachers have been trained in this program, including better grades and fewer dropouts and behavioral issues. In 2008, former Army Chief of Staff Gen. George W. Casey Jr., added MRT as a key component of the Comprehensive Soldier Fitness (CSF) program to increase emotional resilience and enhance performance in Soldiers, Family members and Army civilians. The concept behind CSF, as it relates to resiliency, is simple: being Army Strong is about much more than being physically fit; it is also about mental and emotional strength.

The first week of MRT taught resiliency and performance enhancing skills proven to contribute to the success of teams, leaders, families, students, executives and military personnel. The second week focused on the ability to train these skills to our Soldiers and act as the subject matter experts for our units.

In my opinion the most relevant and useful thing we were taught was to “hunt the good stuff.” “Hunt the good stuff” is a resiliency technique that teaches the mind to find the positive things, to have a positive outlook on life. Every morning, our homework was to write down three good things that happened the day prior, the events ranged from meeting with old friends, births and promotions. To explain further, the primary instructor, Dave Shearon, explained to us, “The human brain is hard wired to search for danger, but since we aren’t dodging saber toothed tigers anymore, the brain actively looks for danger and negative events happening around us.”

Unfortunately, I was having problems finding much good with my life at the time. At home, my oldest sister, Christine (or Sissy as everyone knew her), had been fighting cancer for over five years. It had been more than six months since I had seen her, but every time we talked she told me she was doing fine — the classic big sister trying to protect her younger brother. The rest of my family would walk softly around the issue by asking when was I coming home again, or saying, “Sissy really wants to see you.” My family even offered to pay for my airfare for my next trip home, but never told me how bad Sissy was getting. While attending the MRT course, I received phone calls from my father and another sister, both telling me I had to come home within the next week. I immediately coordinated for leave and had a ticket waiting for me once I graduated MRT.

I walked into class after the weekend; I didn’t think there was anything good and I wear my heart on my sleeve so everyone knew something was wrong. I tried to put a smile on and “Ranger Up” through the rest of the class, but for some reason, for that one day, no one had any “hunt the good stuff” stories to tell. I stood up and told the class about Sissy. Memories came rushing back to me as I told Sissy’s story to the group; her positive attitude, her love and unwavering loyalty to her daughters, Caitlyn and Rachel, husband, Ray, the rest of her family, and her enormous friend base. I never realized a housewife from New Jersey could personify all the core Army Values more than most of the Soldiers I’ve met in my career. After rambling on and fighting back the tears, I realized the good stuff I had was that I was going to see her at least one more time; not a lot to hold onto, but it was what I had. Afterward I had to leave the room and clear my head for a bit, I walked outside to get some fresh air and within seconds, Soldiers who I had only known a week were right there by my side helping me work through my pain. My small group senior instructor, retired Command Sgt. Maj. Stan Johnson, informed me that if I needed to leave the course early I would have permission. I was amazed, and soon realized it all tied into the course. I had extreme support from everyone involved in the MRT course. What we had been learning for the past week was here, subconsciously learned and applied without us even knowing. I will never be able to tell my classmates how much they truly helped me through the hardest time I have had in my life thus far.

I graduated from MRT and left for New Jersey. I walked into the hospital room to see my sister for the first time in over six months and almost did not recognize her. The cancer had ravaged her body, but when she saw her little brother walk into the room, her resiliency showed with her trademark smile that lit the darkest days. She embodied “hunt the good stuff.” No matter how bad her situation, she always had a smile on her face and a never quit attitude. We sat and chatted for hours over the next week, with Sissy never losing the smile on her face or wanting to talk about herself for more than a few minutes without turning the conversation back to me, my career and my daughters.

I flew back to Fort Hood with an extremely heavy heart knowing I had probably seen my sister for the last time. I woke the next morning to a call from my stepmother; Sissy had taken a nosedive in the day since I left and her doctors doubted she would make it through the night. After initiating the Red Cross message and speaking to my chain of command, I was back on a plane. Over the next four days dozens of friends, family, nurses, doctors, counselors and clergy visited for the last time. They all worked with Sissy during her five-year fight and Sissy had influenced most of them in her short life. It was amazing to see how many people cared for and loved my sister.

Ultimately, Christine Marie Hansson Massaro passed away, her husband Ray by her side. I used what I learned at the MRT course help my family and friends deal with our grief. No, there were not rainbows and unicorns, but real emotions, real grief, and real love over a cherished life. Through the tears, we all thought of the fun times we had with Sissy and smiled ... THAT is the good stuff.

Resiliency: Tried & Tested

By Mark Rickert
Baltimore Battalion

It started with a change of careers. One moment Staff Sgt. Luis Barreto had everything under control, from a daily routine to a satisfying job as an armament systems technician. But then he was selected for recruiting duty and everything changed. The deserts and foreign environments became suburbs and shopping malls. Sure, the terrain looked familiar, but this new assignment posed mental challenges that took him by surprise. Suddenly, life got challenging. He stopped interacting with his family. He became easily irritated at work.

He got help. Barreto, a recruiter with the Baltimore Battalion, reached out to an Army psychologist and, in time, the doctor helped him develop a daily plan that ultimately changed his life. Now, years later, Barreto holds himself to several tried-and-tested techniques he feels can work for other Soldiers in his field.

Tip 1: The internal After Action Review (AAR). Barreto is convinced daily reflection is crucial to his mental stability, and he does this while driving home from work. As a form of daily debriefing, he revisits his day and weighs the good and the bad. If something unpleasant took place, he considers the cause and ways he could have avoided it.

Tip 2: Highlight the good stuff. Especially important for his rougher days at the office, Barreto challenges himself to think of three positive things that happened throughout the day.

“This could be little things—holding open a door, or saying something nice to someone or going out of your way to help someone. This really helps,” he said.

Tip 3: Change it up. It’s easy for anyone to slip into poor after-work habits, like crashing out on the couch, or watching mindless television shows. Barreto recognizes this as potentially destructive behavior, and so he comes up with ways to brighten up the home.

“I ask myself, ‘What can I do today to change it up? How can I bring life into the house?’” said Barreto. “Instead of going alone to the gym, I take the kids to the pool or the park and exercise with them. If I get a chance, I take them to dinner.”

Tip 4: Don’t assume or jump to conclusions. As a recruiter and a family man, Barreto knows how jumping to conclusions can lead to hardships. At work, making immediate judgments about someone’s appearance can result in a missed recruiting opportunity; likewise at home, assuming his wife, Giovanna, has done all the chores, or that she had an uneventful workday, can ruin a peaceful night.

“If I assume that my wife’s job is easier than mine, or that she’s not as tired as me, I get myself in trouble,” said Barreto. “I have to consider that she might have had a tough day, too. Instead of assuming that she’s got everything taken care of, I stop to ask if I can help.”

At the end of the day, Barreto equips himself with an armory of resiliency techniques: positive thinking, reflection, self-awareness, compassion and a desire to show others how to better cope with stress. As a result, he has found a great deal of success as a recruiter. In only 14 months, he earned the Gold Recruiter Badge, and even more recently was awarded Columbia Company’s top recruiter for third quarter. And his success goes beyond that. Barreto is all around more adjusted, with a positive attitude, a healthy workout regimen, and a greater desire to spend time with family.

“I get up in the mornings, and I don’t have chip on my shoulder anymore,” said Barreto. “I’m always looking for a better solution or approach to the day. I’m adapting, making changes, and I’ve found that there is success to be found in recruiting. My wife and I have even thought about extending my tour—that wasn’t even on the table a year ago.”



Staff Sgt. Luis and Giovanna Barreto

your Partners at PaYS

By Lt. Gen. Benjamin C. Freakley
U.S. Army Accessions Command

Recently, the Partnership for Youth Success (PaYS) signed its 400th partner into our program, and we look forward to news of future veteran hirings by Aaron's Inc., a furniture rental and rent-to-own company. With an employee base of 10,400 personnel, Aaron's offers employment potential at many of its 20 locations.

The PaYS enlistment option offers Soldiers a guaranteed interview with one of 400 companies and organizations. I often cite the example of Southwest Airlines, a PaYS partner for nine years that receives 5,000 applications for each individual vacancy they open — and the PaYS Soldier goes to the head of that line!

Today, only a very small percentage of young men between the ages of 18 and 24 are qualified to join the Army. Disqualifiers include lack of a high school diploma, failed drug screen, felony conviction, physical fitness (obesity) and many others.

Whether our nation's youths are seeking employment in the private sector or considering the Army as starting point, it is in America's national interest to help reverse this dangerous trend.

The integration of PaYS partners into NASCAR and NHRA Education Outreach Programs on track grounds provides high school and college-aged students with real world lessons about careers and options for their future, emphasizing the importance of education and setting goals for future success. The focus for speakers is on the importance of mental, emotional and physical strength. Thousands of students attend these education outreach events and hear the PaYS partner representative relaying this important message alongside the U.S. Army.

Again, the positive impact of this effort is immeasurable.

PaYS Partners as Centers of Influence

This historic event of signing our 400th PaYS partner made me think about the deeper implications of our PaYS program. Yes, PaYS is a good deal for Soldiers and ROTC cadets in terms of future employment, but it's also a good deal for the Army, and I believe we are underutilizing it.

Think about it. A company is a PaYS partner because they recognize the value of Army service. They want to hire veterans because veterans are disciplined, values-based, drug-free, used to working in teams, skilled and dependable. So doesn't it stand to reason that a PaYS partner would want to speak about

the value of Army service to other members of the community?

Or, in other words, wouldn't your local PaYS partners make excellent centers of influence (COI)?

Many of you have already realized this and are using PaYS partners in a variety of grassroots efforts. Not only does PaYS help veterans find quality employment, PaYS also assists local recruiting efforts by providing the link to employers who routinely attend local events that promote how Army values and service make great employees. At these same events, PaYS helps young people joining the Army talk to PaYS employers, so they can see how an Army enlistment is a path to a future career and success.

A Mutually Beneficial Relationship

A unique feature of the PaYS Program is the grassroots initiatives and efforts connecting our partners with the Army during local recruiting and community events. Because PaYS is a recruiting initiative, local Army recruiting and ROTC battalion leaders incorporate PaYS partner companies and agencies into recruiting activities. This connectivity begins with a public media event to welcome a new company or agency to the Army Family as the newest PaYS partner. Rapport is established and a relationship developed at the very beginning.

The impact of having a respected, well-known company or agency working alongside the Army at a state fair booth, community Flag Day celebration, auto show, Future Soldier function, or job fair garners a positive image for the Army. It also lends credibility in the community and promotes service as a viable option.

Our PaYS partners often invite Future Soldiers to tour their facilities across the country. In a mutually beneficial relationship, partners attend mega Future Soldier events and, in return, invite Army recruiters to set up tables at their community events. One example is with a local Fort Knox partner Bluegrass Cellular. The company invited local recruiters to attend its 20th anniversary picnic; the recruiters brought their Hummer to greet the public. The picnic turned out to be an excellent community engagement, with the Hummer attracting many young people to talk to the recruiters.

Toni Scholze tried to get her company, Florida Light and



Elayna Campbell visits an Army Reserve unit in California to discuss job openings at Comcast. The presentation was beneficial to the 319th Signal unit, since 30 percent of its Soldiers are unemployed. Campbell left applications and scheduled 11 Soldiers to take the preliminary screening test.

Power, a table at the Fort Benning, Ga., Army Career and Alumni Program (ACAP) career day, but was unsuccessful at reaching the right person to make this happen. Frustrated, Toni called a local Army recruiter for help. She had a message on her desk the next day from the ACAP representative with a guaranteed slot in the upcoming job fair. She related this story to a group of local business leaders who were so impressed by her relationship with PaYS and the Army; they ultimately signed on as PaYS partners themselves, which resulted in more COIs for the local recruiter.

Army recruiters in Chicago could not get into a particular high school, so they contacted Union Pacific Railroad PaYS representative Ken Kuwamura and asked him to make a school career visit. The high school welcomed Kuwamura with open arms but stopped the Army recruiter at the door, citing the school's no-military rule. So Kuwamura told them he wants to hire employees with Army Values and experience and he would not attend the planned event if he didn't have a recruiter at his side. The school relented and now the Army is a regular at the high school thanks to this great partner!

The Power of a Great Partner & COI

Kuwamura, from Union Pacific Railroad, is truly a great PaYS partner representative. Not only is he a great COI, as described above, but he is also drafting a proposal for Union Pacific to sponsor a three-day seminar for ROTC cadets to help them with resume writing, personal marketing skills, achieving qualifications, and an overview of working in the private sector (covering benefits, expectations, etc.). He also has interested four other businesses in supporting the event, where they will also test and pre-screen candidates.

I think when veteran unemployment is so dismal, PaYS should be recognized for getting veterans jobs. Stories of PaYS hires make the local news monthly. This free publicity for the Army tells communities across the nation the Army provides a path to the future for qualified young people in a way paid advertising can't.

A note: The Army PaYS Facebook page and videotaped PaYS Soldier testimonials on goarmy.com also have an extensive impact on a national level. Prospects can learn about immediate PaYS partner job opportunities on our Facebook page and learn how the PaYS program helped their peers gain employment through the videotaped testimonial.

Reconnecting

Our vision for PaYS is essentially our tag line: Reconnecting America with our Army. But our recruiting force does not use PaYS partners consistently as COIs, when in fact our PaYS partners want to be used more. Currently we have partners who speak on motor sports education outreach panels, sponsor local events, invite recruiters to speak at organization events, introduce recruiters and their commanders to key leaders and influencers and, yes, are tremendous COIs themselves.

If you are not using your PaYS partners as COIs, I strongly encourage you to think about what they can do for you in your local community. If you have questions, your PaYS marketers (below) are standing by to help. They have plenty of experience in working recruiter-partner relationships.

So don't be shy. Call your PaYS partners and use them as COIs. It will produce superb results for you and their company.

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USAMU Hosts Army Strong Experience

By Lt. Col. Daniel C. Hodne
U.S. Army Marksmanship Unit

Sharing our unique Army story is an important way to personally connect our Army to our fellow Americans. Just imagine the power to further spread the Army message when not only our Soldiers, but also our committed centers of influence, are able to share an exciting Army story of their own.

Enabling our fellow citizens, who are energized and motivated to help their Army in its recruiting efforts, to actually “experience” the Army, is precisely what the Army Strong Experience is all about.

The U.S. Army Maneuver Center of Excellence and Fort Benning, Ga., will showcase some of its impressive capabilities March 15-16, 2012, through astounding exhibitions conducted by its mechanized infantry, armored, Ranger and Airborne forces.

Army Strong Experience (ASE) participants will experience the thunderous crescendo of 25mm cannons, M-240 machine guns, and 81mm mortars of the “Hands on Training Exercise,” or HOTEK.

They will witness Rangers helo-casting from a UH-60 Black Hawk helicopter as part of the “Rangers in Action” demonstration. Some will even experience the thrill of hurling themselves from a 34-foot tower of the U.S. Army Airborne School under the close supervision of “Black Hat” Airborne instructors during the “Airborne 5000” exhibition.

The Mission Support Battalion’s Army Adventure Seminars rounds out the ASE with hands-on interactive exhibits that

simulate being a tank crew member, Apache pilot and infantryman among others.

Bottom line, the 2012 ASE will provide the recruiting force with a unique and fantastic opportunity to connect our Army to our audiences in an absolutely spectacular way.

The 2012 ASE will also occur simultaneously with a groundbreaking event that could become the largest multi-discipline intercollegiate and junior shooting sports championships to ever take place in the United States.

March 13-18 the U.S. Army Marksmanship Unit (USAMU) will host the inaugural Army Strong Collegiate Shooting Championships (ASCSC), which include four collegiate shooting championships and junior shooting sports events built around the ASE. College students from across the nation will compete shoulder to shoulder in the:

- National Rifle Association (NRA) Intercollegiate Pistol Championships (March 13-17)
- NRA Intercollegiate Rifle Club Championship (March 13-16)
- Scholastic Steel Challenge Collegiate Championship (March 17-18)
- Scholastic Clay Target Program Challenge (March 15-18)

The USAMU at Fort Benning will be where 2012’s collegiate shooting champions will earn their esteemed titles.

Collectively, these prestigious competitive shooting sports championship venues will bring hundreds of students, their families and their mentors from dozens of colleges and universities across the nation to the USAMU’s world class facilities. This high degree of participation presents great opportunities for recruiters to connect with your target audiences.

For recruiting battalion commanders who are seeking means to truly galvanize support of potential COIs, the ASE aims to do just that. It provides opportunities to directly support Recruiting Command’s grassroots outreach program and other initiatives of their regional Grassroots Advisory Boards.

This ASE may also serve as a “Bridge the Gap” event, cited as a best practice by the Cleveland Battalion (in the February 2011 Recruiter Journal).

Georgia and southeast United States recruiters may recommend the ASE as a field trip opportunity for their area schools and JROTC units.

For professors of military science throughout Cadet Command looking for innovative ways to really “show and tell” key collegiate faculty members about their Army, the ASCSC with its associated ASE will prove to be more than simply a shooting match.

Publicly recognizing the local athletes for their upcoming participation in this first-ever ASCSC and honoring those students who rise to the apex of competitive shooting in being named an “All-American” provide ideal opportunities for engagement.

The NRA All-American program pays tribute to its most successful collegiate shooters for their achievements in shooting and for their embodiment of values similar to our Army values, namely integrity and respect.

I encourage USAREC and USACC teams to help promote this event with current and future Army advocates and prospects with material available at www.usamu.com. The link to the ASE and ASCSC on the USAMU’s homepage contains downloadable ASE and ASCSC flyers for your use.

The USAMU formally announced these events Aug. 15 and will continue an active public information campaign up to, during and after the event. Social networking will serve as a valuable tool to generate more interest.

The USAMU also created an exciting video of the 2011 ASE for you to share on station and battalion pages, as well as personal pages. Become a fan of the USAMU on Facebook to share this video and stay abreast of any 2012 updates (<http://www.facebook.com/pages/US-Army-Marksmanship-Unit/251278279733>).

Early promotion of this event is critical for maximum participation. Products

EXPERIENCE ARMY STRONG. WITNESS A STRENGTH LIKE NO OTHER.



HOTEX

MARCH 15



**RANGERS
IN ACTION**

MARCH 16



**ARMY
ADVENTURE
SEMI**

MARCH 16



**AIRBORNE
5000**

MARCH 16

15 - 16 MARCH 2012 FORT BENNING, GA.
Held in conjunction with the
ARMY STRONG Collegiate Shooting Championships
visit us at usamu.com or catch us on facebook.



ARMY STRONG:

should be sent to school superintendents and principals, JROTC instructors and high school centers of influence at the beginning of the school year to facilitate the scheduling of school field trips.

Consider the ASE and ASCSC as an opportunity to share our Army with your target audiences. Through the interac-

tive ASE, they will be able to witness “a Strength like no other” — our Soldiers in action — and gain lifelong positive Army impressions, and more importantly, take home unique Army stories of their own. The ASE and ASCSC are intended to foster enduring relationships as the USAMU aims to conduct them annually in March.

The Recruiter's **DIY** Local Marketing Tool

By Rick Welling

Doctrine Division, Recruiting and Retention School—Forward

The Army spends millions of dollars annually on national marketing and advertising campaigns aimed at attracting the attention of the 17- to 24-year-old target market. One would expect the return on an investment of this size to provide an unlimited number of qualified men and women ready to join the Army. However, that is not the case.

Even though national marketing and advertising campaigns reach a large audience, their purpose is to create Army awareness, specifically in the target market. This awareness softens barriers of uncertainty and reveals opportunities that make individuals less fearful and more eager to speak with a recruiter.

No matter how good the marketing and advertising campaign, prospects are not going to be standing in line at the recruiting station waiting for the doors to open.

It still takes a recruiter to make contact, build trust, create interest through his or her Army story and provide individuals with the opportunity to join.

The American Marketing Association (AMA) defines marketing as “an organizational function and set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.” This definition correctly describes the Army’s marketing picture and can be applied at every level of command.

Every recruiter — regardless of the recruiting method (legacy, team or pinnacle) — is a tactical extension of the Army’s marketing and advertising campaign. USAREC Manual 3-01, The Recruiter Handbook states, “In order to create interest within your community and enlist Future Soldiers, you must assume the roles of leader, communicator, planner, public relations expert, marketing expert and counselor.” All these roles (skills) actually combine to market recruiters as Army ambassadors in their communities. Think about the AMA’s definition of marketing. It’s recruiters who provide value to the community and the target market, and manage Future Soldier and influencer relationships, all to the benefit of the Army and the citizens of this Nation.

Of course skills and programs themselves don’t market the recruiter, the recruiters must market themselves. What do I mean by that?

In a recent Recruiting ProNet article and complementary station commander essay (on page 8), Sgt. 1st Class Daniel Lupear speaks to this very subject. He states, “The best marketing and targeting tool you have in your arsenal is YOU.”

What you do and how you conduct yourself in the community speaks volumes about you and the Army. Let’s talk about how you can positively market yourself to the community.

First and foremost you must demonstrate your value to the community. In Lupear’s article he mentions volunteering time to assist with local events and community organizations. He also cautions against volunteering with the intention of looking for contracts.

If you choose to volunteer, do so as an Army ambassador and concerned member of the community. Volunteering without an ulterior motive gains the respect and acceptance of local movers and shakers, and labels you as a valuable member of the community. Once you are accepted, leaders, influencers and, most importantly, your target market will be more inclined to ask you about the Army. As a result, the contracts will come.

This of course is just one of many ways recruiters can market themselves, but it is important to remember that marketing at recruiter level will ultimately determine the Army’s mission success.

You can read Lupear’s article, and many other member contributed articles and discussions on Recruiting ProNet. Not a member? Become one today by logging on to <https://forums.army.mil/secure/communitybrowser.aspx?id=51486>.

Leave Marketing Materials to Professionals

By Steve Lambert
USAREC Marketing Chief

Occasionally, recruiters will generate local promotional products because they may feel existing literature does not address a particular promotional aspect of Army service. More often than not, the graphics and/or the messaging strategy are off-brand or out of synch with the established Brand Guidelines. Additionally, as per USAREC Regulation 5-3, all new creative must be routed through the G7/9 for approval.

While the recruiters usually feel they are helping the cause they are actually often hurting the brand. There is a term in the marketing industry called brand exposure consistency which purports that any messaging/visual exposure to the consumer that is inconsistent with all of the other brand exposures could cause the consumer to question his or her perceptions about the brand.

Imagine a sign with purple arches for McDonald's or a John Deere tractor where the running buck is amateurishly rendered. These products would be counter to the professional products consumers would expect to see with these brands and end up hurting the brand.

The Army is no different in its desire to be represented in a professional capacity with every exposure to the brand. That is why we have developed the Army Brand Guidelines, a comprehensive brand guidebook that addresses everything from logo treatment to messaging strategy. I invite you to check it out at <http://usarmybrandportal.com/> (you will need to register yourself on the first visit).

If recruiters do feel the need to try and produce a promotional product, and since it must adhere to the brand style guidelines —this is the best place to start. The guidelines illustrate the standard design format for our promotional products starting with a large full bleed inspirational approved photo. In addition to the approved photos contained in all of the MAPS ads, the MUPA catalog has additional photos that have been approved.

Once the photo has been selected and applied, the headline, body copy, localization and Army logo and tagline must all 'float' within lozenges of the three ACU colors. The style guide shows all the details of acceptable treatments including transparency levels. Clip art should never be used, as well as gimmicky headlines or graphic treatments, to capture the attention of the prospects; these are amateurish tricks at best which are rarely impactful to today's visually sophisticated consumers.

If this sounds complicated its because it is. Professional layout and design takes years of training to develop powerful ads and

flyers that will break through in our world of visual clutter. Most locally produced products fall far short of most professional designs and subsequently represent the Army in an amateurish fashion.

It's not all about the design either, it's also about the messaging. Headlines and body copy are critical components used to elicit the correct response from the viewer. For example, with a strong brand like ours, all headlines should be brand-centric to build advocacy for the brand. Examples of this are, "Are you Army Strong?" or, "Challenge Me." These headlines reinforce the Army Brand strategy and are considered a solid long-term messaging strategy.

Promotional messaging, like "Over \$85,000 for College" or "150 jobs to pick from" are short-term, sales-based promotional messaging strategies that do not reinforce the brand. Promotional messaging is appropriate for follow-up body copy but not in headlines. The vast majority of locally produced promotional material violate this standard.

This is the reason headlines and body copy blocks are locked within MAPS products. They have been carefully crafted to

contain the right amount of copy with the correct flow. Like design, copywriting is a skill that takes many years to master, and is not a skill recruiters are expected to have.

One such promotional message some have advocated as a valid messaging strategy is "Now Hiring." The opposite is actually true. Not only is it common knowledge the Army is always hiring, but this slogan has also been seen as an opportunistic

approach (given the high unemployment rate) by many influencers and prospects and thus cheapens the brand. In addition, it is a promotional message, not a brand centric one.

We do not need to resort to such desperate measures with a strong brand like ours.

Finally, there is the generational aspect to consider. Millennials (our target market), not unlike previous generations, have their own 'hot buttons.' More than 76 percent of them distrust advertising, but over 78 percent trust peer recommendations. That means promotional messages that look like a sales pitch are an instant turn-off. Conversely, telling our Army story with passion and conviction will be seen as real.

While we appreciate the effort and intention of recruiters who are creating local marketing products, we recommend recruiters instead focus on crafting their Army story, which truly is the strongest tool in your marketing toolbox.



ConAP

Concurrent Admissions Program Best Practices

By Nelson Castillo
Tampa Battalion

The Tampa Battalion is enjoying tremendous success using the Concurrent Admissions Program (ConAP) within its footprint for a variety of reasons. This article shares many of our lessons learned in an effort to help others achieve similar success.

Command Emphasis: The battalion commander is a staunch supporter of the program, directing each company commander to sign up all Future Soldiers and subsequent enlistees. Company leaders ensure station commanders and recruiters follow through with registrations. Each company is given a weekly sit-rep during the command and staff and issues are discussed as they arise.

Leadership Embraces Schools Programs: Leadership must embrace schools programs and encourage all Soldiers advocate Army educational programs in both secondary and postsecondary institutions. It is the responsibility of every Soldier to form a partnership with educators in their respective communities.

Training: Mark Sifford, ConAP program manager, was invited to the battalion to conduct workshops with educators from local high schools and postsecondary institutions, as well as company and station leaders. Additionally, Sifford conducted battalion-wide training with all available battalion Soldiers. The battalion education services specialist (ESS) conducts quarterly training with each company, during which he focuses on ConAP benefits and issues.

Future Soldiers Register: Per USAREC Message 11-034, recruiters will brief ConAP and assist Future Soldiers who are interested in taking advantage of the program. Recruiters will help Future Soldiers complete the application during the Future Soldier orientation. Educating Future Soldiers about this program reinforces the educational benefits they will receive.

The Tampa Battalion ConAP program has been attributed to better relations with local high schools and postsecondary institutions.

High Schools: Soldiers develop better relationships with local high school guidance counselors by providing them with a copy of their student/enlistee's ConAP form indicating which postsecondary school he or she is planning to attend. Guidance counselors are invited to all ConAP workshops in their respective areas. They are able to glean, first-hand, how valuable the program is for their students.

Postsecondary institutions: The Tampa Battalion ESS invites as many postsecondary institutions to each workshop as possible, Servicemembers Opportunity Colleges members and non-members alike. College administrators are able to learn firsthand how valuable the ConAP program is to them and their recruiting efforts.

The Tampa Battalion has engaged and partnered with secondary and postsecondary institutions in each community. Postsecondary administrators serve in the battalion's and local companies' grassroots councils. Based upon these partnerships, Soldiers have been able to attain greater access to high schools and colleges.

"The ConAP program has allowed me to form a lasting relationship with recruiters and Future Soldiers. We are now able to offer discounts to all Soldiers and serve their educational needs," said Carmenza Jaramillo, a university representative.

Rockledge Recruiting Station Commander Sgt. 1st Class Brent Barr said he uses the ConAP program because "it is a great program that allows Future Soldiers to access education opportunity that they normally would not have."

STATION COMMANDER MODELS RECRUITING AFTER INFANTRY

It's never easy giving up a passion. Sergeant 1st Class Jacob Lopez still misses the sense of brotherhood from eating, breathing and sleeping alongside his fellow Soldiers training in the field or defending freedom overseas.

"In recruiting, everybody lives more spread out and tends to want to do their own thing once getting off work," Lopez said.

But he's not one to lament on the shortcomings of any situation. He prefers to make things work toward his advantage.

"I did four deployments when I was in the infantry so I'm a firm believer that life is too short. Every chance I get to spend with the family I will definitely take it," Lopez said.

In July 2008, after doing well in recruiting for a year and a half under legacy, Lopez converted his military occupational specialty to recruiting. At the time, the Indianapolis Battalion implemented team recruiting, which resulted in Lopez having charge of two Soldiers.

"I quickly trained them and within no time we became one of the top three fire teams in the company and sustained that momentum for many months to follow," Lopez said. "If you can show a recruiter how something can be done — whether it is making an appointment on the phone or posting some brochures in an establishment — that recruiter can learn from you and grow much quicker."

Lopez said he was pleased when team recruiting was implemented during his stint with the Indianapolis Battalion.

"I believe that legacy recruiting takes away what the Army really stands for and believes in. Everywhere else in the Army we fight and maneuver together as a team, making us more efficient and the most powerful force in the world," Lopez said.

Team recruiting doesn't automatically make things easier though, he said. It requires all members doing their part and understanding each other.

"No one can afford to be an individual in team recruiting, bottom line," he said.

If it seems that team recruiting is open to disruption by a member who doesn't carry his weight, Lopez said leaders and station commanders are the ones who ensure teams function.

Lopez wasted no time demonstrating his leadership capabilities under team recruiting.

In May 2010, he was reassigned to Milwaukee Battalion and assumed duties at Dixon Recruiting Station.

"I was very excited because even though I was coming over here (to Dixon, Ill.) as a team leader I was still going to be running my own station. I told myself over and over that this was my chance to shine and prove to everybody what I was capable of doing as an on-production station commander," Lopez said.

Nine months later Lopez was given the position of station commander overseeing two stations and six Soldiers.

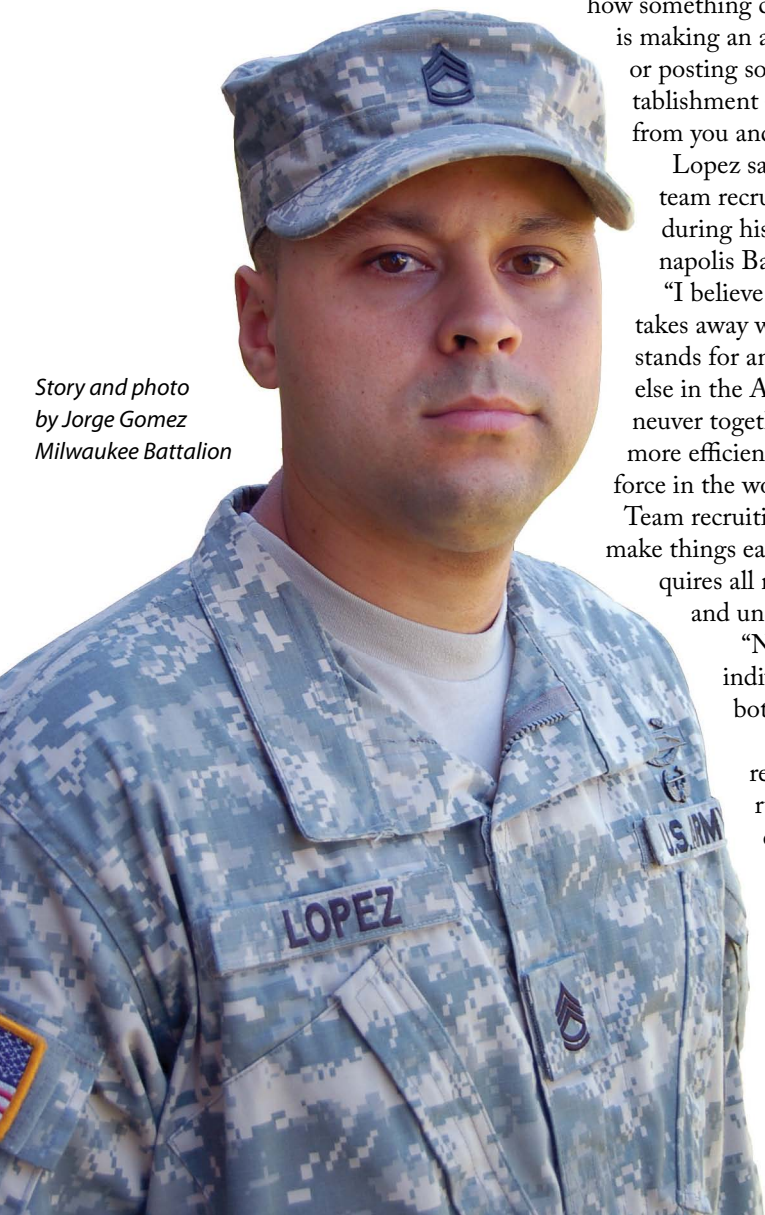
As a team leader and now as a station commander, Lopez has counted on the leadership qualities he gleaned from his station commanders while with the Indianapolis Battalion. Upholding standards, training Soldiers, and making time for Family are all aspects he takes seriously.

He also takes seriously something that he learned from his days in the infantry. That is, the effect of comraderie upon the team. To build comraderie among his Soldiers, Lopez holds physical fitness training among his stations three or four times a week. In addition, he requires all his Soldiers to participate in Future Soldier training once a week. Once a month they get together for recreation.

"This keeps cohesion going. It breaks the monotony of (office) work. And it allows everyone to be able to joke and relax," Lopez said.

So although he can't recreate the conditions that gel infantry Soldiers into a cohesive unit, he believes that camaraderie can exist in recruiting.

His hard work as a station commander paid off in May when he was selected as the station commander of the month in Milwaukee Battalion.



Story and photo
by Jorge Gomez
Milwaukee Battalion

Commander Shares Love of History With Team

Story and photo by Liz Warnke
New England Battalion

Standing before the New England Battalion leaders, brevetted Maj. Gen. Joshua Chamberlain, Commander of the 20th Maine Regiment during the Civil War, detailed his experiences fighting at Little Round Top during the Battle of Gettysburg.

Charles Plummer of Auburn, Maine, portrayed the late General Chamberlain as part of the battalion's leader professional development. Plummer, dressed in period costume, does first person characterizations of Civil War Soldiers including Gen. Robert E. Lee.

Chamberlain (aka Plummer) gave examples of good and bad decisions made by leadership during the Civil War and followed that with the steps taken by leaders when making decisions. These include identifying the problem, gathering and analyzing the information, developing a course of action, analyzing the course of action, making a decision and plan and then implementing the plan.

Outgoing Maine Company Commander Capt. Josh Jacques coordinated the professional development presentation with Plummer.

After General Chamberlain (Plummer) finished sharing his Civil War experiences, the leaders joined the Soldiers of Maine Company at the Joshua Lawrence Chamberlain Museum in Brunswick, Maine, for the Maine Company change of command ceremony during which Capt. Philip Duff took command.

When asked why he chose the Joshua Lawrence Chamberlain Museum as the location for his change of command, Jacques replied, "I'm a big Joshua Chamberlain history buff and I actually named my dog after him."



Charles Plummer of Auburn, Maine, speaking as the late Bvt. Maj. Gen. Joshua Chamberlain to New England Battalion leaders. Plummer does first person characterizations of Civil War Soldiers including Gen. Robert E. Lee.

Army Opens Certified Energy-Efficient Recruiting Battalion Headquarters

By David L. Watson
New England Battalion

New England Battalion recently had its new headquarters officially recognized during a ribbon-cutting ceremony July 28 at its new location at the Portsmouth Naval Shipyard in Portsmouth, N.H.

The story of this new building began with the 2005 Base Relocation and Closure Act, which identified the battalion's former

landlord, the Naval Air Station in Brunswick, Maine, for closure. Thus began a five and a half year process of the Army and Navy working together to identify a new battalion headquarters location, to source funding, to draw blueprints that ensured compliance with the latest in environmentally friendly construction and operation mandates and finally, to construct a new headquarters for the battalion.

The result is a more than \$4 million building that is Leadership in Energy and Environmental Design (LEED) certified, making it among the first such buildings occupied by the Army.

Occupying approximately 11,000 square feet, the building was constructed using renewable and recycled materials for its floors, walls, doors and ceilings. All components used in its construction contain low or no volatile organic compounds (VOC), including paints and carpeting. Having all offices on one floor makes it easier for employees to conduct daily operations and promotes a more cohesive work environment.

Being LEED-certified ensures that the Army is paying the lowest possible energy costs for the building, and that its employees do not have health concerns about their workplace.

Lt. Col. Steve Betts, New England Battalion Commander, opened the day's event by recalling for the audience snippets of the region's early history, describing how the first conflicts leading to the Revolutionary War took place near where the shipyard is located and how the Portsmouth Naval Shipyard was the birthplace of the nation's naval shipbuilding.



New England Battalion Commander Lt. Col. Steve Betts and Navy Capt. George McCarthy, department head of the Business and Strategic Planning Office, Portsmouth Naval Shipyard, officially open the battalion's new headquarters

Returning to Tornado-Ravaged Hometown Puts Recruiting into Perspective

By Kathy Curry
Indianapolis Battalion

When Sgt. 1st Class Aaron Morris visited his hometown following the devastating May tornadoes, it was barely recognizable.

“As I entered town, I could see the massive destruction,” Morris said. “I grew up my entire life in my hometown of Joplin, Mo. If it weren’t for the landmarks, I wouldn’t be able to tell what street I was on. The home I lived in prior to joining the Army was completely destroyed.”

Leading 11 noncommissioned officers at the Evansville/Jasper Recruiting Station took a back seat May 23 when Morris, the Battalion’s April station commander of the month, went home to check on his family and help those in need.

Morris’ mom in Tulsa, Okla., notified him May 22 that a tornado had hit Joplin, and in turn he notified his chain of command. He was put on emergency leave to go home to handle family issues.

“My father and most of my immediate family are still in Joplin. Because phone towers were down and calls weren’t going through, I couldn’t get the status of my family’s condition, other than my father by text. The rest of my family was unaccounted for,” he said.

When Morris arrived in Joplin, he went to the National Guard Reserve Center to see what assistance he could provide. The first person he ran into was Maj. Gen. Stephen L. Danner, the Commander of the Missouri National Guard, who directed him to the disaster operations center.

For five days, Morris was assigned to the police command center for search and rescue operations.

After spending two and a half years as

a detailed recruiter, two years as a station commander in Ohio, and 11 months as station commander in Indiana, Morris said giving humanitarian aid in Joplin has been one of the most rewarding experiences he’s ever had.

“It is very hard to see people that I grew up with and have a bond with lose everything. I didn’t lose tangible things like they did. I only lost the places where my childhood memories were made. I guess I count myself lucky, I didn’t lose my home, no one in my family died and I still have a job. So many people in Joplin can’t say that. Still today they are trying to pick up the pieces of their broken lives. While life still goes on here in Evansville, Indiana, my heart still belongs to Joplin, Mo.”

Morris said going through the experience and coming so close to losing people he loves put so many things into perspective.

“I work differently, and I care about others more deeply. Even being a Soldier and receiving the honor of Station Commander of the Month feels different.”

Morris said it was quite an honor to know his NCOs placed him in a position to be station commander of the month.

“They are no doubt paramount to my success. They are resilient and hard working. I could not do it without their support,” he said.

Previously working as a multiple launch rocket systems crewmember, Morris was very apprehensive at the prospect of being a recruiter.

But Morris enjoyed his time as a detailed recruiter and decided to convert.

“I really lucked out when I arrived in Ohio. I had a great station commander who eased the transition from doing detailed recruiting to 100 percent recruiting.”

When Morris arrived at the Evansville

station as the station commander, he and the team looked at the overall success of the station — what had made it successful in the past and what they have struggled with in the past. They identified the high school programs and community relations as areas needing work. This was particularly important in the relationships with the neighboring military friendly organizations, including U.S. Army Reserve units and the Reserve Officer Training Corps (ROTC) programs, in the area.

“Schools in our area are very open to our presence,” Morris said. “We are considered to be a viable source of educational information and benefits for the youth in our area. The vast majority of staff and faculty call us when a young man or woman expresses interest in the service or if they are struggling to find a way to pay for their education.”

Morris said developing America’s youth is by far the best part of this job.

“I love the Future Soldier side of recruiting as it is the human factor.”

Morris said he considers team building the best incentive he offers as station commander.

“Although some NCOs like the plaques, or “wood” as they call it, I think that a simple lunch offers the unique opportunity to get to know each other and find out what each individual thinks is important. I really think that you have to look at each individual and find out their driving force whether it be family or time off for the single guys,” he said.

Morris said his greatest success came last year when his station finished second in the battalion for overall mission accomplishment.

“Many may say second place is no big deal but for the Evansville Recruiting Station, if you look at where we were and where we are now, we have accomplished greatness,” Morris said. “And we will continue to strive for more.”





Turning Midwestern Icons into Branded Army Advocates

By Capt. Amy Nash
Marion Recruiting Company

The Cleveland Army Recruiting Battalion has taken a new approach to advertising in rural areas. There are currently nine billboards in the Cleveland Metropolitan area. In the rural areas, however, billboards are expensive and only found on the highways. Cleveland Battalion decided to partner with local farmers to brand a Midwestern icon. We must make use of the terrain we are given. In the case of the Marion, Ohio, Recruiting Company that meant iconic barns. In rural Ohio, we have plenty of them.

Billboards already branded with somewhat familiar messages such as “The Few and the Proud,” “We only accept commitments NOT applications,” and “Aim High” are nestled throughout the peaceful rolling central Ohio cornfields, pastures and occasional alpaca farm. The U.S. Army message was nowhere to be found among the farms, fields and dusty open roads.

The Army branding, unfortunately, was essentially non-existent. No visual hint that the Army was alive and pulsing through the Midwest. This situation clearly had to change. A trigger was needed to remind all that we are Army Strong. That trigger came in the form of a tasker mission: “Brand a Barn.”

There were already barns in the area painted “Chew Mailpouch Tobacco” or “Ohio Bicentennial.” Why not one that says, “Army Strong?”

The mission concept was a simple one: find a barn in a high traffic area, preferably near a school, and begin the process of precision targeting. How would this be accomplished? I found which roads were most traveled and why they were well-traveled. Once all of this data was gathered it was time to find the barn.

And Marion Company did indeed find its barn! It was located in the heart of Mansfield Recruiting Station’s footprint and close to River Valley High School. When we approached the farmer and asked if he would be willing to allow us to brand his barn with the Army Strong logo the farmer said, “Why, I can’t think of a reason why I wouldn’t want you to brand my barn.”

This particular barn faces the school and is viewable from both the football field and the entrance to the school. It is in an area that produced zero DoD enlistments in 2009. In 2010, it produced only one DoD enlistment for the Navy.

Since the barn branding near River Valley High School, the area has produced three DoD enlistments — two were Army! The barn branding may not have been the sole reason for those enlistments, but it did something. Most people familiar with recruiting acknowledge that people don’t enlist themselves and that advertising — no matter how subtle — does make a difference. In fact, the four areas surrounding that branded barn (based on ZIP codes) likewise have produced a 40 percent or better market share for U.S. Army enlistments.

As the months pass and the messages on billboards and bumper stickers fade into oblivion, the Army’s River Valley branded barn will still proudly display its message. For years to come it will be standing Army Strong!

Culinary Educators Give Army Chef 5 Stars

By Deborah Marie Smith
Phoenix Battalion

The Phoenix Battalion brought some Army spice to Arizona’s Association for Career and Technical Education summer conference in Tucson by organizing a culinary arts presentation that received accolades from high school culinary educators.

Staff Sgt. Michael Macias, Fort Huachuca commanding general enlisted aide, showcased his Army culinary skills to 60 educators at Mountain View High School in Tucson, Ariz., July 16.

He demonstrated how to properly debone a chicken then whipped up a gourmet creation: chicken supreme stuffed with herb butter, and topped with white alfredo mushroom and onion sauce; tricolored julienne peppers and zucchinis; roasted garlic mashed potatoes; and cabbage and jicama salad. Macias then put the educators to the test by having them practice their newly learned culinary techniques.

“This was by far the best culinary arts presentation we have ever had,” said Chef Lisa Decota, Estralla Foothills High School Culinary Arts Instructor. “The food was fabulous; it was something you would only find in a five-star restaurant.”

The five-day 36th annual ACTE conference held in Tucson drew approximately 1,500 Arizona educators who attended 200 instructional strategy sessions spanning 15 specialized fields.

The Phoenix Battalion also had an exhibit manned by Tucson Company recruiters who answered educators’ questions about enlistment requirements and Army opportunities.

During the conference, Phoenix Battalion Commander Lt. Col. Alfonso Mandujano Jr. was inducted into the ACTE Arizona President’s Circle of Distinction and elected into the National ACTE Board of Trustees.

“I appreciated the Phoenix Battalion asking me to give the presentation,” Macias said. “It was fun to interact with the educators and show them the culinary opportunities and talents the Army has.”

Recruiting for Donors in Dallas Battalion

By Perry Jefferies
Army Medicine

After hearing about a civilian agency collecting blood in one of the larger recruiting stations in the area, Dallas Battalion's Sgt. 1st Class James Williams decided to coordinate an Armed Services Blood Program blood drive for his battalion headquarters.

"After getting an email about the other blood drive in our battalion I immediately went back to when we used to buy blood to make our mission and support contingency efforts around the world," said Williams. "I knew I could contact the Robertson Blood Center at Fort Hood and have them come here to collect Soldiers' blood for Soldiers. After a few phone calls it was a done deal."

Before Williams became a successful recruiter he was a blood banker (medical technologist MOS 68K). He served in a number of Army blood donor centers and as the noncommissioned officer-in-charge (NCOIC) of the Robertson Blood Center. Williams has deployed as a blood banker and understands how important blood donations are on the modern battlefield.

"After being involved in the Armed Services Blood Program for several years at Fort Hood, Texas, and Fort Knox, Ky., the importance of accomplishing the Armed Services Blood Program mission became

personal to me. I was not physically 'in the fight' so I wanted to contribute to the fight as much as I could," said Williams.

A well-respected NCO, Williams compared his mission now to that of recruiting blood donors saying that, "Both tasks have a mission. Both tasks are difficult at times to find qualified persons to achieve that mission."

The Ranger Battalion is not a large organization, but it identified and motivated more than 70 people to try to donate blood.

"We collected about 50 good units after all the travel deferrals," said Sgt. James Bell, blood drive NCOIC. "This was one of



the best initial blood drives I've seen at a place like this. The local site coordinator, Master Sgt. [Calvin] Lamont, was excellent and really hustled to get people in here. He was super cooperative."

The Fort Hood Soldiers were recognized with military challenge coins presented by Dallas Battalion Commander Lt. Col. Frances Hardison.

With the Fort Hood team eager to return to set up the next blood drive, Williams summed up the mission and his role.

"At the end of the day, it never ends. We will always need Soldiers and due to the nature of what we do, we will always need blood!"

Williams will retire in a few months, and said he couldn't think of a better way to finish his career.

"What a [great] way to go out — helping Soldiers take care of Soldiers!"



Inspired by his son Evan, Sgt. 1st Class Robert Ponte decorated his Jeep to resemble a character from the Disney movie, "Cars."

Son Driving Force Behind Recruiter's Jeep

Story and photo by Barry Collins
Dallas Battalion

Texas recruiter Sgt. 1st Class Robert Ponte is using his Jeep Wrangler with unique markings to attract the attention and interest of possible applicants in the Lewisville area — and it was all his son's idea.

The olive green 2007 Jeep was adorned with a white, five pointed star on the hood and door, reminiscent the Korea and Vietnam era. A Jeep enthusiast, Ponte said he bought it after his other Jeep needed a new engine. The new Jeep had the original green paint but the iconic star symbols were his son's idea.

"The inspiration for making it look like a vintage Army jeep came from my son, Evan," said Ponte. "He saw the movie 'Cars' and wanted it to look like the character 'Sarge,' the little Army jeep in the movie."

To finish off the detailing Ponte, a native of the Bronx, N.Y., used typical lettering featured on actual Army vehicles. He said the unit lettering was drawn from one of his old Army units with a sentimental connection.

"The bumper numbers are from my old [Army] Reserve unit, the 812th Military Police [Company] out of Orangeburg, N.Y.," said Ponte, pointing at the bumper. "The vehicle number P303 is the same as the Humvee I drove in Iraq."

Ponte placed the stars and numbers to match the vintage jeep scheme used during World War II and the Korean War. Not all the decorations followed a military theme, though. Some were just for the sake of fun.

"Evan found the chrome letters and wanted me to put 'Sarge' on the hood," said Ponte.

Ponte said other drivers have blown their horns and waved as Sarge drives around while pedestrians smile and flash the thumbs up sign.

"I drive it everywhere I go. The kids love it," said Ponte. "I've had kids see it in the parking lot and stop to have their picture taken beside it."



Phoenix Recruiters Give Back

Story and photo by Deborah Marie Smith
Phoenix Battalion

There is little time to rest for Phoenix Battalion Soldiers who do more than serve the country. They have been busy serving the community by volunteering their time for Phoenix organizations.

Seven Phoenix Battalion Soldiers rose to a burrito making challenge and helped assemble 3,147 burritos in two hours, during the Burrito Project at La Tolteca Mexican Restaurant in Phoenix July 21.

Phoenix Company recruiters Staff Sgts. Jason Evans, Peter Romero and Henry Cancinos; Sgts. 1st Class Jeremy Law, Jaun Herrera and Michael Lahaye; and Company Commander Capt. Garry Seeburger, assembled the bean and cheese burritos along with 18 other volunteers from community organizations such as the Phoenix Fire and Police Departments and the current reigning Miss Arizona, Jennifer Sedler.

"It was great to see organizations joining together to help community members who are in need," said Seeburger.

While the burrito makers appeared solemn and steadfast to meet the 3,000 goal back in the kitchen, the heat was really on — restaurant staff continually pulled homemade tortillas out of the oven and tended to a huge pot of simmering pinto beans. After the challenge was over, the fresh burritos were delivered by a Phoenix fire truck to St. Vincent de Paul food kitchens to feed the homeless.

"The [Phoenix] Battalion was wonderful and such an instrumental part of the project. The event could not have been as successful without them," said Erica Cardenas, the Burrito Project Coordinator. "We finished in record time and we look forward to the Army participating in next year's project."

Two days after the Burrito Project, five Phoenix West Company recruiters were busy supporting another community event. Sergeants Miguel Caamano, Jared Snow and Miguel Rodriguez; and Staff Sgts. Justin Bohannon and George Martinez assisted the Back to School Health and Resource Fair at the Peoria Boys & Girls Club in Peoria. The free, one-day event provided medical services to children and their families and offered dental health information, blood pressure checks, pregnancy testing, and focused on obesity prevention through education about nutrition, sports and fitness.

The fair also included a blood drive, snacks, games and prizes. The Phoenix recruiters donated blood, set up and tore down tents and handed out bottled water.

"We're so proud to have the Phoenix Battalion volunteers at our Peoria Branch Health Fair," said Lariana Forsythe, vice president of marketing, communications and resource development for the Boys & Girls Clubs of Metropolitan Phoenix. "Their support helped make this year's event a great success — providing access to important health and wellness resources for more than 400 kids and families in the community."

Battalion Conducts Spirit Camp

Oklahoma City Battalion

The Tulsa, Okla. Company partnered with one of its high schools this summer to conduct a six-week military style boot camp with the Tulsa Memorial High School student athletes. The goal of the camp was to instill discipline, respect, teamwork and physical fitness to the young men.

Coach Bruce Madden of Tulsa Memorial High School approached Staff Sgt. Chad McLaughlin and asked if he was interested in facilitating the daily workout exercises with the football team.

McLaughlin set up a meeting with Madden and the Tulsa Company Commander Capt. Matt Wimmer and Sgt. 1st Class Jason Massie.

Massie engaged the help of Sgt. 1st Class Steven Vickery, as well as local Army Reserve drill sergeants, to assist with the exercises during the Summer Spirit Camp.

The Army instructors guided the student-athletes through rigorous physical training which focused on conditioning and a hybrid of Army PT exercises and classic football drills. During the course of the camp, conducted 7-9 a.m. daily, the instructors mentored the athletes on the importance of teamwork and professionalism. The football players immediately responded in a positive way and many remarked that it was the toughest event they had ever experienced.

Coach Tony Daniels, Memorial's head coach, said he could tell a difference instantly.

"I could see the effects the Army instructors had on the kids right away. They've benefitted a lot from the discipline and the requirement to pay attention to details," said Daniels.

He also said he knew this experience would carry through for some of the kids as life lessons.

"This is an opportunity for them to learn to work as a team and the discipline it takes to do that," he said.

Vickery said the program instills the Army Values, Warrior Ethos and teamwork among team members.

"The football players recite a football creed every morning that mirrors the Soldier's Creed, before practice begins. This creed is the cornerstone of the training, just as it is for America's Soldiers."

Wimmer said it gave recruiters a way to give back to their community and have a positive influence on the students.

"It's a way for us to ... give back to our community. It's also a way for us to have a positive influence on some young people who are just getting ready to start their own lives and need help with the discipline and desire to do it," said Wimmer. "Summer Spirit Camp is opening doors for the Army in the Tulsa community and strengthening our partnership with our local schools and athletic organizations. We hope that this initiative displays that the U.S. Army is an excellent partner in education, athletics, and a positive contributor to the local community."



Lawton Recruiting Company Commander Capt. Daniel Haddox conducts a first aid simulation exercise.

Oklahoma City Battalion Supports Summer Leadership, Teamwork Camp

Story and photos by Dan Gilbert
Oklahoma City Battalion

Oklahoma City Battalion recruiters teamed up with Rotary International and the Oklahoma School for the Deaf at Sulphur, Okla., for the annual Rotary Youth Leadership Awards camp June 20-24.

RYLA camp is designed for students to develop a comprehensive view of leadership through teamwork, motivation, problem-solving and communication exercises. For the last four years the Oklahoma School for the Deaf students and administrators travel to the campsite for a day of team-building exercises and games with the RYLA campers and staff, and this summer the Army was there to help out.

Oklahoma City Battalion Operations Officer Capt. Craig Burney spent most of his day serving as a sign language interpreter encouraging students and helping them to complete exercises like the human ladder and rock-wall climb.

"I think the program they have here is amazing," said Burney. "The deaf are dear to my heart and I'm honored to help with the camp."

Lawton Recruiting Company Commander Capt. Daniel Haddox also spent two full days at RYLA camp sharing his Army story and speaking about leadership to the campers.

"One of the principles I live by is return, report and follow-up. Communication is the key to being a successful leader," he said.

Haddox partnered with recruiter Sgt. 1st Class Kelly Heltzel, an experienced medic, for a camp first aid preparation class and emergency simulation exercise. The exercise not only gave campers a chance to demonstrate their first aid training, it was also designed to teach them to take a leader's initiative when response time is crucial.

2011 marks the 18th year of RYLA camp and director Bob Usry could not be more pleased. Usry, a member of the Army Grassroots Advisory Board in Oklahoma City, clearly defines the term mover and shaker. Bob and his wife Ellen, who he gives all the credit to, started the camp with a small budget of their own and relied solely on volunteers, and now RYLA camp is known as a revered opportunity for high school students statewide.

Usry's favorite camp day is when the Oklahoma School for the Deaf visit. Usry said he loves to see the interaction and the impact being made even through the simple smiles on the students' faces.

"My biggest take-home pay is watching these kids grow, learn and lead," said Usry.

Usry humbly extends his gratitude to all his staff and to the Army for providing an interpreter, rock wall and first aid training. With a heart for children, community and country, Usry hopes to continue programs like RYLA camp for years to come.

Recruiters Bring Leadership Challenge to College Football Team Training

By Capt. Randall Tye Graham
Tucson Company, Phoenix Battalion

The Tucson Company is always looking for new and innovative ways to tell the Army Story. Therefore, it came as no surprise when Pat Nugent, the Pima Community College Head Football Coach, decided to take Tucson Company up on its offer to provide leadership training and team building exercises to his football team.

Using the local Air Force Base for support, the Tucson Company bused the entire Pima Community College Football team to Fort Huachuca, Ariz. While at Fort Huachuca, the football team worked its way through the Leadership Reaction Course (LRC).

The LRC is an outdoor learning obstacle course with eight leadership challenges that require participants to think, react, work together as a team and solve problems in a certain amount of time. The recruiters divided the football team into eight teams of seven, and then presented each team with a variety of challenges requiring them to work together to assess the problem and develop a solution.

"I give them the scenario, tell them what their main objective is and the equipment they have to work with," said Staff Sgt. Daniel Mabe, Sierra Vista Recruiting Station. "It is up to them how they want to complete the objective using creativity, ingenuity and teamwork."

In one particular challenge, teams were required to transport several heavy ammunition boxes from one side of the pool to another without touching the water. The football players were armed only with rope, wooden planks, each other and their creative problem solving skills.

Defensive tackle Maurice Chavis struggled while low crawling across the man made bridge his team constructed. "This is hard," Chavis said. "I thought it was going to be easy because I thought I was in shape. But I'm happy we came here. This course is all about teamwork, and we have to trust each other," he said.

"I like it because I think it brings out the best in people," said offensive lineman Jordan Christianson. "You get to learn each other's strengths and bond with your teammates."

The importance of this type of event for the Tucson Recruiting Company cannot be understated. For the current generation of junior college students, being born and raised in the Information Age has shaped their view of the military. They have much less direct exposure to the military than previous generations of young people. In the absence of such a direct connection, they must rely on popular culture, movies, television or the internet for information regarding Army service.

If the Tucson Recruiting Company fails to provide accurate and easily assimilated information about service, prospects' impressions may be unduly shaped by incomplete, dated or skewed information available from thousands of media sources. Most of the content provided by these media sources is short on details regarding how the Army of today provides markedly improved quality of life, pay, benefits and professional interactions as compared to what is depicted in most war movies. Instead, the gist of Army service vividly portrayed by these media is that it



After hanging on for dear life, defensive end Pepa Fonokalafi loses his shoe and his grip. As a result, his entire team fails the task of crossing over the water via rope and must plunge into the cold water with him.

entails immediate and constant personal danger, exposure to the elements and a dehumanizing hierarchy.

At the conclusion of the event, several recruiters, to include Tucson Recruiting Company 1st Sgt. Brian Homme, shared their Army Story with the football team. The event is already beginning to pay dividends, with other Pima Community College teams and professors requesting the Tucson Company provide team building exercises and motivational speeches for their students.

"This is a life-changing experience for our guys," said Nugent. "This is our sophomore group, and we expect them to be our leaders next year. As coaches, we are always looking for ways to enhance our team. This leadership course is a great opportunity for them to experience, and the thought process that goes into this is amazing. It's all about building team chemistry and that's what they are doing."

Sierra Vista Recruiting Station Commander Sgt. 1st Class Andrew Angarita echoed Nugent's comments.

"We bring Future Soldiers, high school students, student councils, and now the Pima Community College football team to this obstacle course to foster team building, confidence and leadership development. We enjoy being a part of the community and giving back.

"I've been in the Army for 16 years, and I'm always amazed at team building."

1. You should know the general makeup and distribution of your community's population. Knowing where your _____ market is will allow you to be in the right place, at the right time, with the right message.
 - a. grad
 - b. target
 - c. senior
 - d. available

2. You must use your network to gain valuable internal and external market information. _____ operations can tell you where to be, when to be there, and what message will be most effective.
 - a. Network-centric
 - b. Tactical
 - c. Sustaining
 - d. Strategic

3. Advertising and public affairs support, Army awareness, and centers of influence (COI) relationships are a few more examples of _____ operations.
 - a. tactical
 - b. sustainment
 - c. decisive
 - d. shaping

4. What enables you to identify high traffic areas and hot spots (places where people hang out), and target strategic locations for free advertising using posters and RPIs?
 - a. School visits
 - b. Blueprinting
 - c. Area canvassing
 - d. Face-to-face prospecting

5. Which of the following is not a step in the intelligence gathering process?
 - a. Conduct a functions analysis
 - b. Describe the recruiting environment
 - c. Evaluate your market
 - d. Define your local recruiting environment

6. The Army has eight interrelated operational variables: Political, military, economic, social, information, infrastructure, physical environment and time. These variables provide a view of the operational environment that emphasizes what aspect?
 - a. Social
 - b. Cultural
 - c. Human
 - d. Geopolitical

7. The recruiting market consists of four elements. Which of the following is not a recruiting market element?
 - a. Potential market
 - b. Target market
 - c. Penetrated market
 - d. Secondary school market

8. What are the two primary means of segmentation?
 - a. Aptitude and ethnicity
 - b. Education and aptitude
 - c. Lifestyle and geography
 - d. Ethnicity and lifestyle

9. The major objective of the commander's TAIR and ADOS-RC programs is to help recruiters reach and win over their target audience. A secondary emphasis is to _____.
 - a. boost public awareness of Army recruiting
 - b. provide entertainment for school functions
 - c. help Reserve members make up drill time
 - d. win over school officials and major influencers

10. The strength of the all-volunteer Army rests in the fact it is as diverse as the general population of the Nation. At the macro level, demographic study gives USAREC a better understanding of the _____ of the American population.
 - a. culture
 - b. norms
 - c. diversity
 - d. ethnology

The answer key is on Recruiting ProNet. Look for the Recruiter Journal Test Answer link in the left column.

If you want to see the answer key, you must be a member of Recruiting ProNet. If you're not already a member, you're missing out on a great way to learn from other recruiting professionals. To apply for membership, click "Become a member" on the Recruiting ProNet home page: <https://forums.army.mil/secure/communitybrowser.aspx?id=51486>.

Are you confused about how to post in Recruiting ProNet? Check out the tutorial, "Recruiting ProNet How-to Guide." It's available in the Recruiting and Retention School Forward SharePoint Site. To get there, type "SPAN" (without the quotation marks) in your browser's address bar and hit Enter. Look in the lower right corner under USAREC Staff and click on "RRS-Forward." On the RRS-FWD home page, click "Document Center" and look for the title in the "Relevant Documents" pane.

1ST BDE

RSID	STATION NAME
1A9D	Middletown Recruiting Station
1A1W	Green Island Recruiting Station
1A3V	Rutland Recruiting Station
1A4V	Worcester Recruiting Station
1D1G	Bangor Recruiting Station
1D1N	Portland Recruiting Station
1D1R	Presque Isle Recruiting Station
1D5C	Waltham Recruiting Station
1D5E	Framingham Recruiting Station
1D5L	Peabody Recruiting Station
1D6S	Narragansett Recruiting Station
1D6W	Woonsockett Recruiting Station
1D7A	Brockton Recruiting Station
1D7C	Hyannis Recruiting Station
1D7D	Foxborough Recruiting Station
1D7E	Taunton Recruiting Station
1E1J	Johnstown Recruiting Station
1E3V	Reading Recruiting Station
1E9E	Bloomsburg Recruiting Station
1E9F	Bethlehem Recruiting Station
1E9H	Allentown Recruiting Station
1E9W	Pottsville Recruiting Station
1G1B	Coney Island Recruiting Station
1G2F	Elmhurst Recruiting Station
1K2F	Northfield Recruiting Station
1K4E	Freehold Recruiting Station
1K4S	Toms River Recruiting Station
1K6C	Cottman Recruiting Station
1K6L	Levittown Recruiting Station
1K8G	Jersey City Recruiting Station
1K8H	Hackensack Recruiting Station
1N8P	Scranton Recruiting Station
1N5R	Olean Main Recruiting Station
1N6G	Canadagua Recruiting Station
1N3E	Oswego Recruiting Station
1N3V	Watertown Recruiting Station
1N5E	Vestal Recruiting Station
1O1D	Wytheville Recruiting Station
1O1J	Roanoke Recruiting Station
1O4K	Charlottesville Recruiting Station
1O8W	Williamsburg Recruiting Station
1O1B	Beckley Recruiting Station
1O4C	Danville Recruiting Station
1O4J	South Hill Recruiting Station
1O5B	Richmond West Recruiting Station
1O5D	Colonial Heights Recruiting Station
1O5E	Richmond Chesterfield Recruiting Station
1O5H	Mechanicsville Recruiting Station
1O9E	Norfolk Recruiting Station
1O9N	Little Creek Recruiting Station
1O8J	Yorktown Recruiting Station
1O9A	Lynnhaven Recruiting Station
1O1A	Princeton Recruiting Station

2ND BDE

3T8O	Opelousas Recruiting Station
3E1P	Jacksonville South Recruiting Station
3E1S	Jacksonville West Recruiting Station
3E3R	Ocala Recruiting Station
3E4K	Savannah Downtown Recruiting Station
3E5A	Albany Recruiting Station
3E5L	Tallahassee South Recruiting Station
3E5N	Valdosta Recruiting Station
3J2J	Greenville Recruiting Station
3D2R	Columbia Recruiting Station
3D8D	Huntersville Recruiting Station
3D8E	Monroe Recruiting Station

3RD BDE

5N3S	Maryville Recruiting Station
5N3P	Knoxville Recruiting Station
5J1W	West Bend Recruiting Station
5J2O	Onalaska Recruiting Station
5J3F	Freeport Recruiting Station
5J4I	Iron Mountain Recruiting Station
5J6F	Greenfield Recruiting Station
5A8A	Aurora Recruiting Station
5A8D	Downers Grove Recruiting Station
5A8J	Crest Hill Recruiting Station
5A2P	Chicago Heights Recruiting Station
5C2B	Lakewood Recruiting Station
5C4U	New Philadelphia Recruiting Station
5D2R	Columbus West Recruiting Station
5H2D	Fort Wayne North Recruiting Station
5H2K	Kokomo Recruiting Station
5H2V	Muncie Recruiting Station
5H3B	Belleville Recruiting Station
5H4D	Decatur Recruiting Station
5H4F	Effingham Recruiting Station
5H4P	Dirksen Parkway Recruiting Station
5H4R	Springfield Recruiting Station
5H4Q	Quincy Recruiting Station
5H5F	Lafayette Recruiting Station
5H5L	Indy North Recruiting station
5H5P	Indy West Recruiting Station
5I4J	Grand Rapids Recruiting Station
5I7E	Madison Heights Recruiting Station
5I9C	Livonia North Recruiting Station
5K2D	Pierre Recruiting Station
5K2V	Sioux Falls Recruiting Station
5K2G	Rapid City Recruiting Station

**5TH BDE**

4C9L	Lewisville Recruiting Station
4D1V	Scottsbluff Recruiting Station
4D2A	Lakewood Recruiting Station
4D2D	Boulder Recruiting Station
4D2N	Park Meadows Recruiting Station
4D3R	Powers Recruiting Station
4D3W	Security Recruiting Station
4D4D	Bellevue Recruiting Station
4D6T	Brighton Recruiting Station
4D6S	Castle Rock Recruiting Station
4D8V	Wichita West Recruiting Station
4E2S	Houston-Sharpstown Recruiting Station
4E3D	Greens Road Recruiting Station
4E3K	Spring Recruiting Station
4E3T	Klein Recruiting Station
4E3W	Willowbrook Recruiting Station
4E4K	Katy Recruiting Station
4E5E	Bryan Recruiting Station
4G1B	Grandview Recruiting Station
4G1V	Harrison Recruiting Station
4G2N	Festus Recruiting Station
4G3I	Independence KS Recruiting Station
4G4B	Liberty Recruiting Station
4G4C	Kansas City Recruiting Station
4G4D	Lenexa Recruiting Station
4G4L	Leavenworth Recruiting Station
4G6E	Emporia Recruiting Station
4G6T	Topeka Recruiting Station
4G9S	Saint Peters Recruiting Station
4G9W	Columbia Recruiting Station
4K1A	Austin West Recruiting Station
4K1G	Round Rock Recruiting Station

4K1K Georgetown Recruiting Station
 4K3N New Braunfels Recruiting Station
 4K4K Kerrville Recruiting Station
 4K5F Forum Recruiting Station
 4K5T San Antonio SW Recruiting Station
 4P1H Surprise Recruiting Station
 4P2S Park Recruiting Station
 4P4E Superstition Recruiting Station
 4P4L Showlow Recruiting Station
 4P5G Gallup Recruiting Station
 4P6D Trans Mountain Recruiting Station
 4P6M Montwood Recruiting Station
 4P6R Roswell Recruiting Station
 4P6Z University of Texas EP OCR Recruiting Station
 4P7S Scottsdale Recruiting Station
 4P7T Metro Center Recruiting Station

6TH BDE

6L2S Issaquah Recruiting Station
 6L3E Pullman Recruiting Station
 6L4P Puyallup Recruiting Station
 6F3H Long Beach Center Recruiting Station
 6F3R Norwalk Center Recruiting Station
 6F8E Los Angeles Central Center Recruiting Station
 6F8T Pasadena Recruiting Station
 6K1H Hesperia Recruiting Station
 6K1S San Bernardino Recruiting Station
 6K2B Orange Recruiting Station
 6K2F Brea Recruiting Station
 6K4A Imperial Beach Recruiting Station
 6K4F Santee Recruiting Station
 6K5G Mission Viejo Recruiting Station
 6K6G Temecula Recruiting Station
 6K6V Vista Recruiting Station
 6K7A Fontana Recruiting Station
 6K7G Jurupa Valley Recruiting Station
 6K7I Chino Recruiting Station
 6K7N Riverside Recruiting Station
 6K7T Moreno Valley Recruiting Station
 6K8B San Diego Keaney Mesa Recruiting Station
 6K8S Mira Mesa Recruiting Station
 6K8T San Diego University Recruiting Station
 6H1A Springfield Recruiting Station
 6H1K Eugene Recruiting Station
 6H2G Beaverton Recruiting Station
 6H2W Vancouver Recruiting Station
 6H3C Canby Recruiting Station
 6H3E South Salem Recruiting Station
 6H3S The Dalles Recruiting Station
 6H3T Gresham Recruiting Station
 6H3U Salem Recruiting Station
 6H5D Kapiolani Recruiting Station
 6H5I Kauai Recruiting Station
 6H5W Kapolei Recruiting Station
 6H5Z University of Hawaii Monoa Recruiting Station
 6H7B Yigo Guam Recruiting Station
 6H7G Agana Guam Recruiting Station
 6H7J Japan Recruiting Station

6H7K Korea Recruiting Station
 6H7N Saipan Recruiting Station
 6J2K Price Recruiting Station
 6J9S Sheridan Recruiting Station
 6I0C Carson City Recruiting Station
 6I0F Fallon Recruiting Station
 6I0R Reno Recruiting Station
 6I0Z University of Nevada Reno Recruiting Station
 6I1S Medford Recruiting Station
 6I3N Auburn Recruiting Station
 6I4M Manteca Recruiting Station
 6I4S Sonora Recruiting Station
 6I5A Arden Recruiting Station
 6I5C Rancho Cordova Recruiting Station
 6I5E Elk Grove Recruiting Station
 6I5F Florin Recruiting Station
 6I5P Placerville Recruiting Station
 6I5S Folsom Recruiting Station
 6I6F Fairfield Recruiting Station
 6I6P Ukiah Recruiting Station
 6I6V Vacaville Recruiting Station

MRB

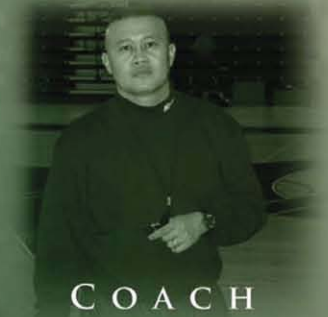
9A1C Cherry Hill Medical Recruiting Station
 9A1E Elkridge Medical Recruiting Station
 9A1R Richmond Medical Recruiting Station
 9A2M Manchester Medical Recruiting Station
 9A2N Burlington Medical Recruiting Station
 9A4P Pittsburgh Medical Recruiting Station
 9B1C Columbia Medical Recruiting Station
 9B1M Mobile Medical Recruiting Station
 9B1N Charleston Medical Recruiting Station
 9B1S Columbus Medical Recruiting Station
 9B1Z MRS SP CORP Medical Recruiting Station
 9B2J Jackson Medical Recruiting Station
 9B2M Memphis Medical Recruiting Station
 9B2R Raleigh Medical Recruiting Station
 9B3G Gainesville Medical Recruiting Station
 9B3M Miami Medical Recruiting Station
 9B3O Orlando Medical Recruiting Station
 9B3S San Juan Medical Recruiting Station
 9B3T Tampa Medical Recruiting Station
 9C1M Milwaukee Medical Recruiting Station
 9C1N Madison Medical Recruiting Station
 9C2D Deerfield Medical Recruiting Station
 9C2I Indianapolis Medical Recruiting Station
 9C2L Louisville Medical Recruiting Station
 9C2S South Bend Medical Recruiting Station
 9C2W Westchester Medical Recruiting Station
 9C3C Cleveland Medical Recruiting Station
 9C3D Dearborn Medical Recruiting Station
 9C3I Cincinnati Medical Recruiting Station
 9D1L Lubbock Medical Recruiting Station
 9D1S San Antonio Medical Recruiting Station
 9D2K Kansas City Medical Recruiting Station
 9D2W Wichita Medical Recruiting Station
 9D3L Little Rock Medical Recruiting Station

9D3S Shreveport Medical Recruiting Station
 9D1Z MRS SP Corps Medical Recruiting Station
 9E1A Aurora Medical Recruiting Station
 9E1E El Paso Medical Recruiting Station
 9E1L Las Vegas Medical Recruiting Station
 9E1S Salt Lake City Medical Recruiting Station
 9E1T Phoenix Medical Recruiting Station
 9E1Z MRS SP Corps Medical Recruiting Station
 9E2C Culver City Medical Recruiting Station
 9E2D San Diego Medical Recruiting Station
 9E2H Honolulu Medical Recruiting Station
 9E2S Santa Ana Medical Recruiting Station
 9E2V Valencia Medical Recruiting Station
 9E3A Anchorage Medical Recruiting Station
 9E3C Sacramento Medical Recruiting Station
 9E3J San Mateo Medical Recruiting Station
 9E3S Seattle Medical Recruiting Station
 9E3V Vancouver Medical Recruiting Station
 9S1B Special Forces Recruiting Station Europe
 9S1C Special Forces Recruiting Station Fort Benning
 9S1D Special Forces Recruiting Station Fort Stewart
 9S2B Special Forces Recruiting Station Fort Campbell
 9S2C Special Forces Recruiting Station Fort Hood
 9S2D Special Forces Recruiting Station Fort Riley
 9S3A Special Forces Recruiting Station Fort Carson
 9S3B Special Forces Recruiting Station Fort Lewis
 9S3C Special Forces Recruiting Station Fort Bliss
 9S3D Special Forces Recruiting Station Hawaii
 9S4A Special Forces Recruiting Station Fort Bragg
 9S4D Special Forces Recruiting Station Fort Drum
 9X1E West Chaplain Recruiting Team
 9X1A Northeast Chaplain Recruiting Team

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